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HOW TO DEAL WITH HUMAN NATURE IN BUSINESS

A Practical Book on Doing Business by Correspondence, Advertising, and Salesmanship

By SHERWIN CODY

Author of "How to Do Business by Letter," "The Art of Writing and Speaking the English Language," "Marshall Brown, American Businccss Man," etc.

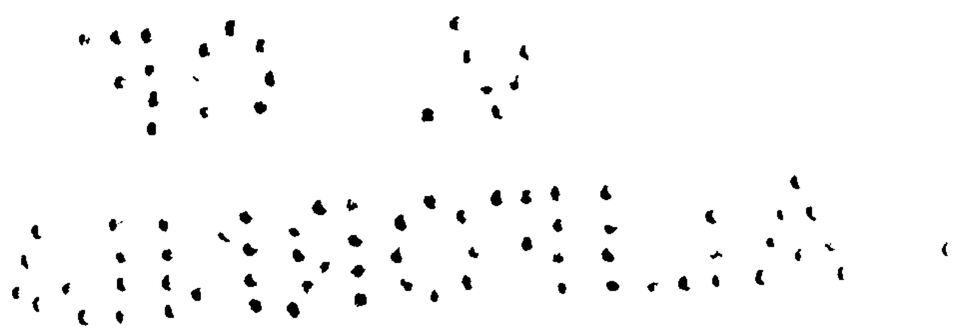
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Prefatory

A SCIENTIFIC BASIS

THE words *science* and *scientific* have been used so much as advertising catchwords, in loose and illegitimate senses, that it is well for us to begin by considering just what is the true scientific method, and how far the knowledge of any subject is or may become a science.

The scientific method follows these well-defined steps:

1. **Hypothesis.** The scientist makes the best guess that he can. He is a real *student*, an artist in study, a professional studier, and he sees something that looks like a great discovery. An hypothesis is the name for a serious guess by a brilliant mind.

2. **Experiment and test.** The very essence of modern science is *trying out* that which seems like a great discovery. What seems is often false. We are deceived in our very best impressions. We have not looked at the thing closely enough, we are deceived as to its relative importance, its proportions, because we are too near to it or too far from it, or there is some practical defect in its working which we overlooked at first. The wiser a man is, the more likely he is to know that there are many times when he can not avoid error. Science is *what we know*, and the only way to know anything is to test it, to try it here and try it there. When its appearance remains the same after we have looked at it from many different sides, only then do we begin to know that it is as it looks.

3. **Theory.** When our hypothesis has been tested until we find it a very useful assumption, something that helps us explain many other things, but about which

we know there is the possibility that we may be making a mistake, we say that we have a *working theory.*

4. **Law.** When a theory has been tested on every possible side on which there can be any doubt, and the man with a scientific mind *knows* absolutely that there is not a single chance left that he can be wrong, the principle which at first was a guess, an hypothesis, and then by experiment and test became a theory, at last, on the finishing of every possible experiment, becomes a law. Usually, a good many different minds must unite in the experiments which finally confirm what we accept as a scientific law.

Only that is a science which is known so thoroughly that careful thinkers in many different parts of the world agree on its working theories and demonstrated laws. No one man, even the wisest man in the world, could make a science. Any one man who talks about "scientizing" a subject simply does not realize the dignity and thoroughness of knowledge which go to make up our real sciences such as chemistry, physics, astronomy, and (on the side of dealing with human nature) the science of psychology, and the science of sociology (the youngest of the sciences, what might be called a baby science). Philosophy can not be a science, because it deals with things we know we can not really know. Much less can religion be a science, because it deals very largely with things beyond the range of human knowledge.

Moreover, scientific names, scientific terminology, are no essential part of a science. In order to know exactly what you are talking about, it is desirable to have fixt and accurate names. For example, in botany it was found that common names of plants were used differently by different people. One name would be used by some people for six or seven different kinds of plants.

Also different languages such as English, French, or German had entirely different common names. For an Englishman really to know what kind of flower or plant a German was talking about, it was desirable to have a name which would be the same in Germany and in England. So Latin names were agreed on, and the different kinds of plants examined scientifically were given names which were accepted in all parts of the world. The names, however, are only a convenience, and unless convenience actually requires special names, and those names can be accepted and used by many different authorities on that science, a terminology invented by some one is worse than a nuisance.

Under the general subject of Dealing with Human Nature we have two young but distinct sciences, psychology, the science of the way the mind acts on the impressions it gets through the five senses, and sociology, the science of social relationships, or the organization of society. Salesmanship and advertising have just as much chance of sometime becoming sciences as sociology. The reason they are not now sciences is that no considerable number of persons who have studied them as subjects agree on their fundamental principles. They are a collection of hypotheses, with a few working theories, but no laws. Human nature is a very complicated thing, so wholly dependent on changing conditions that it is exceedingly difficult to arrive at anything that will seem equally true to all people at all times. Sociology has the advantage of the records of all history. The practise of salesmanship and advertising is so recent that we do not really have much data.

There is, however, an art of salesmanship, and an art of advertising. An art is something which some person learns so that he can do an effective thing over and over; but until that art has a scientific basis, the

person who can do the thing over and over himself can not easily teach it to others. Others can learn it only by watching him and imitating him. The master artist can not explain just how he does it, just why he succeeds. He is guided more by instinct than by reason. All things that are done in the course of human relations must be largely guided by instinct, and so always are arts; but we are very fortunate when an art has a scientific basis. Dealing with Human Nature in Business is a broader subject than either salesmanship or advertising, and in practise it includes a number of arts. Because it is broad it can be reduced to a simple basis, starting with some principles borrowed from psychology and sociology, and so a foundation can be laid not only for advertising and salesmanship, but also for credits, for employment and factory-management, and various other things in business or professional life that do not come under the head of salesmanship or advertising. Perhaps the most important of these is the building up of professional reputation without violating the "ethics" which definitely forbid the use of advertising.

One more word needs to be defined, and that is the word *practical*. Dealing with Human Nature is a practical subject, not one of pure science. We stand in a certain position with reference to life. There are certain conditions all around us. The problems before us on which our life and pleasure depend are practical problems, and we need to know just those parts of sciences which will help us to solve these practical problems with which we are confronted. A practical book is one written by a man who really knows what the conditions of life are, what are the problems that must be solved, and then selects such principles as will help to solve them. His hypotheses must be the incarnation

of common sense, and he must have had a great deal of experience of life by which to judge.

As Dealing with Human Nature involves the practical application of psychology, the science of the way the mind works, we should here summarize its leading principles.

First, we should realize that all knowledge is relative. There is nothing absolute. Ancient astronomy assumed that all the heavenly bodies revolved around the earth, and explained things as best it might on that hypothesis. Now we know that the earth and planets revolve about the sun, and on this hypothesis we explain things more completely. The ancients assumed there were four elements, earth, water, fire, and air, and on that assumption explained things in a practical way for them. We now assume eighty-one elements such as hydrogen, oxygen, copper, iron, etc., but already we seem on the verge of finding out that these are all various forms of one element. We assume that bodies are made up of molecules, which in turn are made up of atoms (tho no one has ever seen either a molecule or an atom); but philosophy teaches that all we know of the substances we call matter are the sensations we get in the brain through various nerve-channels, such as color, shape, hardness, etc. It is almost certain that matter and mind are not two entirely different things, but forms of the same underlying substance.

We explain one thing by comparing it with another, or in *terms* of another, and that other by comparing it with something else, and so on, till at last we come back to the thing with which we started. So our knowledge of existence seems to be a sort of jelly-bag: we punch it here and it bulges out there; or we push it in over there and it bulges out somewhere else. We arrange all we know on a system. That works very well

till we come to know a great many other things that our system can not explain, and then we get another system. Knowledge is changing all the time, and it must change. What we call truth to-day will not be truth to-morrow. That is the way we grow intellectually. When we come to think that something is absolutely fixt, we have stopt growing mentally, we have begun to die. When the world stops changing its knowledge and its explanations of things it will have begun to die.

Yet, for the time being, our working theories are all right, and when we get new ones all that is true in the old will simply be taken over by the new. We may be *right as far as we go.*

Psychology teaches that all impressions in the mind come to it through some one or more of the five senses, sight, hearing, touch, taste, and smell. Sensation starts at the end of a nerve, travels along that little white cord till it reaches the brain, where it is registered or written on the brain-substance. *We get knowledge in no other way.*

These sensations are brought by the nerves to the brain in a *stream of consciousness.* This stream of consciousness starts at birth and continues unbroken till death. In sleep or fainting-fits or the like it seems to stop; but when we waken it goes on again.

This stream of consciousness belongs to *me,* the ego, the individual spiritual being, or else it is the me, tho it seems as if there were within us a something that knows —a soul above the stream of consciousness that we call life.

The mind within us gives *attention,* voluntary or involuntary, to the sensations in the stream of consciousness, and classifies and arranges them. We pick out the things that keep coming again and again along the stream. A certain sensation which comes many, many

times we identify as white, and another as black. A certain quality we find common to the face of a woman, to a flower, to a cloud, to a building, and we call it beauty. All that we know and think are arrangements, so to speak, in the mind. Objects in this stream of consciousness we call *ideas*. The act of consciously separating and arranging them we call *thinking*.

Every sensation and every thought produces a *feeling*, an *emotion;* and every emotion leads to some *action*. The power of mind that acts consciously we call *will*. Whether will is free, or is the inevitable result of a chain of sensations and emotions which we can not control is a disputed point, but every human being has a profound conviction that his will is free.

The nervous system is made up of two divisions, the nerves that convey sensations, and the nerves that produce action by contracting the muscles. These two systems work together more or less automatically. Cut off the head of a frog, and he will still kick his legs as if he were alive, because of the *reflex action* through the nerve-centers in the spinal column.

Instinct is a sort of automatic reflex through the brain that makes animals and men do wise things without thinking at all. The newly born calf has an instinct to suck the cow's udder, and the baby has an instinct to suck the mother's breast. It lasts but for a few days, for if the calf or the baby are hand-fed for a little while it is difficult to teach them to suck. Chickens after they are hatched are said to have an instinct to follow any moving object, a man or an animal as well as the mother hen, and if they are taught to follow a man from that time they form the habit of doing so. But if they are hooded for a few days longer the instinct of flight, the very opposite, develops, and when unhooded they try their best to fly away. Where instinct ends and

conscious reason begins it is hard to say. A hen sits from instinct the first time, but the second or third she probably remembers somewhat the fine chickens that came from her patient sitting before. A little reason may be mingled with her instinct, tho formerly it was supposed that animals acted only from instinct, while man acted from reason. We can hardly believe now that there is any such sharp line drawn between them.

When the streams of nervous vibration have passed repeatedly they seem to make an easy path for themselves, and these easy paths we call *habit*. Habit leads us to do things almost as unconsciously as when the frog with its head cut off kicks its legs by reflex action.

The sensations registered in the brain also make paths that perhaps actually exist in the matter of the brain, and at some future time we may start over these paths again, and so experience again the sensations that we had long before. When we identify these with the time at which we received them, we call it *memory*. When we do not fix them to a certain time and occasion in the past, but recombine them as if they were fresh sensations poured into the stream of consciousness, we call the process the exercise of *imagination*. If we have never had the sensation of sound, as when a man is born deaf, we can never imagine what sound might be like. Imagination can build only with that which has come into the mind.

With our stock of conscious memories, and our stock of unconscious records in the mind out of which imagination builds, the ego, working along the never-broken stream of consciousness, is able to use its myriad stores through *association*. There is, as it were, a network of strings, or a network of paths, running from one thing to another, and we find that we want to be following these paths or tracing these strings of association. We

are so in the habit of flying back and forth over them that we do it almost unconsciously. We have only to start on a certain path, and without any further suggestion we go on to the end. We hear a language which we do not understand very well, and our mind moves slowly and gropingly: there are poor paths of association. But, when we get the impressions through the ear or the eye of a language we know well, we need only a cue here and a cue there, a faint sound or a letter or two, and we catch the meaning because we are following along those paths of association, filling in all the blank spaces by the imagination.

Thus we see for our practical purposes that what is already in a person's mind largely determines what we get out of it and the ease with which we can put new things in which will be important because they call up memories or start a chain of imaginations, and so produce emotions which lead to actions. It is extremely doubtful whether we can make ourselves act, much less make anybody else act, except as we start the trains of thought and feeling which lead naturally to action. Making a man act may be saying something or doing something that makes him feel energetic, so that to let off his feeling of energy he does what you wish; or it may be giving him courage, the thing he lacks in order to act. In general, however, you get him to act by summoning up, even against his will, an army of those impressions recorded within his brain which lead him on so irresistibly that he can not help acting.

Also, we should bear in mind that we remember, and others remember, chiefly those things that are connected with the systems or series of connecting links which we have been building up from infancy. I am interested in baseball, and everything connected with baseball I remember easily; you are interested in dances and par-

ties, but not in baseball, so you can remember nothing connected with baseball, but everything connected with dances and parties. If you learn how to attach to baseball the impression you wish to make, you have a key for getting all of the baseball "fans"; and if you know how to connect your appeal with business, you have a key to all who are especially interested in business. So for you the world is not millions of individuals, but a few hundred classes.

Then to find out how it feels to be a baseball "fan" you become one yourself. All that you are, you understand in other people. You study yourself day and night, not as an individual but as one of a class, and in that way you come to know how all the minds in that class work. Of course, there is an infinite complication of classes, one overlapping the other. But with these clues, the maze does not seem quite so bewildering.

Before we leave this subject, however, let us go back to the beginning and impress upon our minds that the multitude of impressions in the mind come through five channels, the five senses, and each one of these is a gateway through which we should enter, through which we *must* enter, if we want to get into many different minds. We are likely, if we are personal salesmen, to make most of our appeal through the ear; or, if we are advertising men, through the eye. We should form the habit of entering freely by all five gateways.

Then we should not lose sight of the fact that nothing ever comes out of the mind that has not gone in through one of these gateways, and it behooves us to inform ourselves what really has gone in before we try to get out of other people feelings and actions which depend on things that perhaps have never gone in at all.

These are but suggestions of the practical usefulness of psychology.

PART I

HUMAN NATURE—HOW TO HANDLE IT

I

NATIONAL CHARACTERISTICS

We are not studying human nature of all times, places, and conditions, but the particular human nature of to-day with which we must deal in our business and professional life. There are certain broad national characteristics which first of all we may note for our convenience.

Americans as a class are very free, little influenced by class distinctions, quick to respond to new impressions, acting as they feel. This is particularly true of the people of the Middle West, who from the business point of view constitute about one-half of the nation. From them it is easy to get a hearing for a new idea, for men act promptly when convinced, and there is a spirit of good-fellowship in all social and business relations. But if business is easy to get for a new thing, it is easy to lose also. There is little deep thinking. People want quick returns.

The East is more conservative, more permanent, slower to respond, more reflective, with a certain self-conscious and local pride in this slightly greater depth of mind. There is the beginning of a class distinction between those who have money and those who have not. Those who have money tend to be arbitrary, and those who have none tend to be subservient. These are as yet but slight tendencies.

The Pacific Coast has a characteristic daring mingled with a liking for the gay and bizarre. Striking and dashing appeals have a little the better chance there.

The English have deeply marked class distinctions, with characteristic class manners. Aristocrats can be appealed to only in the manners of aristocrats; and the middle class has its manners, while the working classes have theirs. These habits of doing things in certain special ways are deeply ingrained, and hence it is difficult for Americans who have not long studied these manners to do business in England. American manners are often offensive, especially to the aristocratic classes, and merit is lost sight of because of dislike for the manner of presenting it. In reality, England is as much a foreign country, requiring special study for business success, as France or Germany.

The English are influenced by patriotic reasons in their business. They will pay more for English beef than for foreign, will taboo a lamp-chimney marked "made in Germany" even tho it is better as well as cheaper. Also, their idea of business is largely the old one of warfare. Every man must protect himself or take the consequences. Where an American would trust to the other to do the right thing afterward, even if it is not in the contract, the Englishman takes few chances and asks few favors, depending on his position of advantage to compel. Yankee sharpers have in times past got the advantage of him, and now he is on the alert to get the advantage of some other Yankee, always suspecting that the Yankee is planning to beat him if there is anything irregular about the deal proposed. The Englishman seldom lets a sense of humor influence his business judgment, as does the Irishman, who takes things with a light easiness that is similar to the method of America, where the Irish have always been partienlarly successful.

The French have usually good manners, occasionally too good to be true, but cold, calculating, thrifty minds

watching for the best of the bargain when the time comes. The people are rather afraid of the official powers that be, and are not at all enterprising like the Americans. They get rich by saving. Their artistic sense is usually well developed. If Americans were as thrifty, as saving, as the French, they would soon have a good part of the wealth of the world. These characteristics are well illustrated by their banking. They have three or four large banks, with branches everywhere, and they confine themselves to lending money safely at low interest. They have become the bankers of the world, along with Great Britain. Their money is not so much locked up in their own business enterprises as safely loaned over the world, and it is very hard to get them to go into business enterprises.

The Germans have bad manners and an aggressive business enterprise found in no other European people. They are patient, far-sighted, scientific, and exceedingly hard workers. England, being thorough also, has manufactured well-made articles, but Germany has been shrewd enough to manufacture cheap articles, and with her cheap goods, made in scientifically managed establishments, she has got into most of the markets of the world. Germans know so much, it is hard to meet them on their own ground and match them.

The Spanish are even more lacking in business enterprise than the French, but they are naturally suspicious, and feel it is better as a regular thing to take no chances on doing business with a stranger whose ways and manners they do not understand. Yet they are said to be very loyal when once they have given their confidence. They like the manners of the grandee, and object to being hustled.

The Italians lack the formal habits of the Spanish, and also the excessive politeness of the French, but they

have a more kindly nature than either, without much suspicion. In their general habits they are more like the Americans than any other European people, but characteristically passionate when suddenly roused, and more childlike in their nature. Sharpers probably would have exploited them, were it not for the fact that as a nation they are poor in money and so not considered worth going after. But by their kindly manners they attract Americans, and when they have a fair chance they prosper.

The Japanese are a shrewd, thrifty, hardworking people. It is perhaps impossible for an American to understand the workings of their oriental mind; but since they model their business on American accomplishments, and all the leading business men in Japan read, write, and speak English, the American would best treat the Japanese as he would his own people.

So we come back to our own people. They spoil more business through lack of good manners than in any other way. Unlike the Germans, they are not patient enough to know all about their markets before they try to sell; and, unlike the French, they are not careful to save and take advantage of all that comes their way. Unlike the English, they are not always persistent with a bulldog tenacity. Their strongest characteristic is their enterprise.

We have sketched these broad national characteristics to show how people in general may be classified.

Assignment I

Sketch the characteristics of the three classes: 1. City people. 2. Village people. 3. Farmers.

II

SERVICE THE AMERICAN PRINCIPLE OF BUSINESS

THE medieval principle of business is contained in the Latin motto, *caveat emptor*, let the buyer beware. Such a novel as H. G. Wells's "Tono Bungay" shows the European view that business is built on fraud, advertising is lies, and salesmanship a shrewd hypnotizing of the victim. Dignified and honest people do not make any effort to get business, but merely sit still and wait for business to come to them. The "ethics" of law and medicine, which originated in Europe, and have been established in the United States, absolutely prohibit the doctor and the lawyer from making any direct effort to get business. They have developed effective, indirect methods, however. The few doctors that have thrown ethics to the winds and advertised have been largely discredited.

The American principle of service takes exactly the opposite view, namely, that all people are essentially honest, that if you serve them they will pay you, and advertising and salesmanship are a system of education to familiarize people with the advantages of the special service that is offered. This education is as necessary and as valuable as the education of the public schools, in which we believe so strongly. It is one of the services that is performed which is really worth while, and, tho entirely free, is ultimately paid for by the people who benefit from it.

The principle of service is based on the psychological

principle that like begets like, that people feel as others feel around them. Approach a man with a smile, a kind word, a helpful touch, and he smiles back, speaks kindly, and soon becomes your friend. Treat him as a friend should, never causing him to suspect or dislike you, and he will continue to be a loyal friend to you.

A Briton might be stolid, a Spaniard suspicious, but an American takes you readily for what you seem to be, and is usually ready to make a trade with you if you have anything he wants, or he has anything you want. If neither has what the other wants, the two pass on with a smile and wait till another time when both shall be more fortunate.

The principle of unselfish service was preached very effectively by Jesus Christ. The principle of unselfish service has been the advertising and salesmanship which have carried the Christian religion far and wide; and they seem to have been just as effective in China or India as in America.

As illustrations of the application of this principle in business, we may cite the following:

Marshall Field started in Chicago the custom of allowing customers to return almost any goods at any time and get their money back. At first they were told they could return them if they had any good reason to do so. Finally they were allowed to return them to "exchange desks," where clerks took them back without asking a question, or even casting an inquiring look. A few precautions are taken to make sure the goods are in good condition, and to avoid abuses; but these are very few.

In any claim for damages, the word of the customer is usually taken as true, without investigation or verification—just as you would take the word of your mother or brother—and settlement made without delay even when the customer might seem to be unreasonable.

A few years ago the great mail-order houses charged 15 cents for their catalog (which cost them 50 cents or more to print), to prevent people from asking for it for the sake of mere curiosity. This they do no more, assured that the man who gets it will, sooner or later, pay for it, with very few exceptions.

Formerly a big house refused to bother with small customers. They took so much time and attention that there was a loss on the sales made to them. Now the principle is well established that small buyers should have exactly the same courtesy as the big, for the small will some time become the big, and many small together may be worth more than all the big. All the many little losses will in due time be paid for in full, under the law of compensation, as Emerson states it in his Essay on Compensation.

The most successful newspapers have adopted a policy of advertising themselves through performing certain public services from which they could not possibly benefit directly. One paper makes a crusade on fake patent-medicine men, another makes a crusade to raise money for the poor when in the winter they are suffering, or for flood-sufferers, or sufferers from famine in China, or to get good school laws or good banking laws passed for the benefit of the people in general. To be successful these undertakings have had to be free from any suspicion of business benefit, except the application of the general principle that he who freely gives will freely receive.

But of course we know that there are rogues waiting to steal our purse whenever they can get a chance. The prisons are full, the courts are occupied with them. Will not a business man suffer sometimes from deadbeats?

Yes, of course, he will suffer sometimes through those

who take advantage of him, but the number of such cases is so small a percentage that it does not count as compared with the great good that comes from open dealing with the vast majority. Even those who do take advantage usually are not punished, their injustice is scarcely noticed, and even they will soon look for a chance to pay what they owe in some form or other. A publisher once carefully took the names of his competitors from his mailing-list, so they would not get early notice of all the new books he brought out and the advantages he claimed for them; but presently he found that his competitors were recommending his goods when they didn't have something of their own in direct competition, and that probably the advertisements and sample copies he sent to these competitors of his were selling a comparatively larger proportion of goods than any other advertising he did. So he put back on his list the names of all his competitors, and helped them freely to find out early and fully all he was doing. They were thereafter less quick to bring out a book that cut into his, there were no feelings of animosity, and they preferred to say a good word for him rather than a bad word.

The American idea of service is that we do not have to be too careful about getting every item into the ledger, for there is a sort of universal ledger which is always balanced truly, and what is given is paid for.

Assignment II

Find half a dozen illustrations of free business service other than those mentioned in the text, and describe them.

III

THE BUSINESS WORLD TAKES YOUR OWN VALUATION OF YOURSELF

Excess in any direction is an evil. The man that is too good is "goody-goody," the man that is too generous is a wastrel and obviously not to be trusted with the goods of other people. The real kindness to others, the best service, is just—treating others as you would that others should treat you—not better nor worse. It isn't good for you that somebody should pauperize you, nor is it good for others that you should be too loose or free with your services. The generosity and public service of business has a strong backbone, and a sure knowledge that the payment will come. It knows that weakness toward others is waste, and it avoids wasting anything. It serves itself just as eagerly as it serves others. It cherishes its own strength and capital that it may be able to serve others more widely and more largely. While giving due attention to petty things, it does not waste itself on them, because waste anywhere in the universe is a crime.

The natural result of this firm but high-minded attitude—the attitude that believes all men honest till they are proved dishonest—has brought it about that men in business and professional life are largely taken at their own valuation. They know themselves better than any one else. If they are honest and tell the truth, the best place to go for information is to them.

There are mercantile agencies that make investiga-

tions of the credit of business houses; but if you are asking credit from a big business house, or from a bank, the credit manager or the president of the bank will prefer to have you tell him what you have and what you are worth, rather than take any of these agency reports. Some people do lie, but they are such a comparatively small fraction of 1 per cent. that on the whole it is much safer to take the statements of the man who really does know, and more than ninety-nine times out of a hundred will tell you honestly, than to trust to outside advice.

I want to buy the cheapest groceries in Chicago, and I go to the head of a big grocery house and tell him what I am looking for. I ask him if he can give me what I want. If he says "Yes!" I believe him. He is very likely to say "No! You can depend on the quality of what you get from us, but if you want cheap goods you must go to so-and-so." Perhaps he will point out just how higher-priced goods will prove to be the cheapest in the long run, and so you decide to pay his higher price and buy from him. But if he had not been truthful in the beginning, you would not have confidence in his argument.

Since the business world takes a man at his own valuation, it is more important that he should know that value than any one else. If on trial he is proved to have been a bad judge of his own value, it is even more against him than if he is dishonest in telling what he knows. Some men do lie, and do make money by lying; but in the long run they are found out, and, sooner or later, with scarcely an exception, they are bitterly sorry for their untruthfulness. But the majority of men simply do not know. Since they suspect they do not know, they do not state their claims to attention in any definite or confident tone. There-

fore no one takes any notice of them. In Europe, if a man states his own claims frankly and forcibly, the general suspicion that prevails that all business is fraud makes him more suspected than if he kept quiet. When the Associated Advertising Clubs adopted as their motto, "Truth," and inaugurated a campaign for truth in advertising, they recognized clearly that the establishment of general confidence through the elimination of fraud would be the greatest asset general advertising could have.

The kind of statement about oneself that is wanted is of facts and not of opinion. A man is expected to be prejudiced in his own favor, so that his mere opinion is not given much weight. But when he says he has nine hundred and eighty-seven dollars on deposit in such and such a bank, or has a good debt that is owed him which will become due at such and such a time, his word is taken without a question. The facts about merchandise, carefully stated, will usually be believed. So in the social community, the man who says he has been to college, has taken a medical degree, has traveled in Europe, and has made a special study of nose and throat disease, is taken absolutely on his own statement. The best statement about oneself, the least egotistic in sound, is a plain statement of plain facts, without any admixture of your own personal opinion. The world wants to know what you KNOW about yourself, not what you think; but it is at the outset willing to take your word for what you believe you know and can state in detail.

This willingness of the American to take another at his word is exemplified in various ways. We hire a servant-girl on what she says, seldom caring to get references or to look her up, and usually suspecting that written recommendations were given for the pur-

pose of getting rid of the servant without trouble. The English never hire a servant without a "character" from her last mistress; and if she has had a quarrel and can not get a character, she is often in a bad way, even when she is really all right.

A former advertising manager of Marshall Field & Co. as a boy lived in Omaha. He believed that he could serve Field's firm acceptably and wrote a long and earnest letter stating what he thought he could do. This clear statement of his own case caused the house to make a place for him, tho none existed, and encouraged him to pay his expenses from Omaha to Chicago to take the place that was tentatively offered after two or three letters had passed.

A young man in Washington was a stenographer, but he had studied advertising and wanted a position in that line of business. He stated his case so forcibly that he was offered a position with one of the biggest advertising agencies in the country, and also several other positions, tho at a salary less than he thought he could afford to go for. After a while he got the salary he thought he was worth, and he proved to be worth it. The clear, forcible statement of his own valuation, even as to the amount of his salary, won for him.

Assignment III

Business men value qualities of mind more than they do knowledge in young beginners. Even a high-school boy, utterly without experience, may know something about his powers of mind so that he can state them clearly and forcibly. He may know that he is particularly faithful and reliable, that he has a gift for figures or for language, or that he has unusual endurance, or that he can get on so well with people that he

can make them obey him. His great fault in applying for a position is that he does not state these things at all.

State your own powers of mind briefly, but clearly and sincerely. Let a simple naturalness overcome what may seem an egotistic manner.

IV

EVERY MAN SHOULD HAVE HIS MONOPOLY

THE foundation of success in business, no doubt, is being able to perform some service that nobody else can perform in your circle. This circle of yours may be the world, or it may be your country, or it may be your community, or it may be the single business house in which you are employed.

When a person has a monopoly, something that nobody else has, he can, to a certain extent, make his own price, and, above all, he can speak of himself without fear of exaggeration: there is nothing above him by which others can measure his littleness, with which he can be unfavorably compared. If he has this monopoly, he has only to make people know it and give their reason time to assert itself, when he will inevitably get his full pay for what *he* can do that no one else can.

There are two ways of getting a monopoly, first by setting oneself resolutely toward learning something that others do not know, or being able to do something that others can not do. The other way is to look for the place where others will be inferior to you. Both methods must usually go together. First, it is important to learn to give some service supremely well; then, it is desirable to find the place where that service will count for most by reason of the helping influences that will gather about it.

The man who is at the top usually makes money, while the man who is second takes his leavings. It

often happens, however, that where one man is succeeding, a competitor may come in and both will succeed still better. The community wants competitive service—for the sake of comparison, we will say two grocery stores. One grocery has the best coffee, the other has the best bread, and so on, each its specialty and monopoly. Or one has the cheapest goods and the other has the best quality of goods. In Chicago, the department store that is the most successful has the highest quality, and the next most successful store has always the cheapest goods. When people are looking for the very lowest prices they can pay regardless of quality, they invariably go to the latter store. It has a sort of monopoly in that line. And the other store gets them when they are looking for the best goods. The stores in between which have no such big specialty make far less money, but try to have their lesser specialties, and no store succeeds or even continues to exist that does not have some specialty, that is, monopoly.

The clever advertising man, when he comes into a new business, looks for the points of monopoly, the points that this business has which no other business in the community can lay claim to, and those are the points on which his advertising hammers.

It may be, however, that in spite of everything there are those around you who are stronger and better than you. In Boston, many people have a good education, and a high school education or even a college education gives no monopoly of learning. In that case, such a person after having done his best, should go where education is more in demand. Out in North Dakota, perhaps, he may be the best-educated man in town. Therefore, as soon as a person finds himself second, he should hasten to get away where he will be first again. The earth is various and large, and every man can have

his monopoly in his own circle, or can seek a circle where he will be a king-pin.

The point of view of monopoly, looking down instead of up, is the only good one for either salesmanship or advertising or any kind of business or professional pro-motion. At the same time in our personal ideals, in order to rise to the point of command, we must be look-ing up.

Assignment IV

Make a list of the most successful business and pro-fessional men in your town and find out on what monopoly each has built his success.

Then make a list of less successful persons or busi-nesses, and see on what minor specialties they have built the success they have.

At first the discovery of these unique points may seem difficult, but invariably a careful investigation will reveal them. The chances are that many of those suc-cessful persons will not be able to tell what their monop-oly is; but for all that, if they have been successful, it will be found they have it.

V

THE MIND AND HOW IT WORKS*

HAVING established our point of view, namely, that business is rendering service which in so far as it is successful has some monopoly which we must discover as our starting-point, we are ready to look into the mind of the average person and see how we may appeal to it.

Psychology teaches us that impressions are entering the mind through the channels of the five senses. Poured continually into a stream of consciousness that continues practically unbroken from birth to death, they leave their marks possibly in the very physical texture of the brain itself. The ego within is constantly busy arranging these impressions and connecting them by a network of paths which we call associations. When we retrace the impressions of the past, by aid of the paths of association, identifying them as attached to a given time and place, we exercise the power of memory. When we use these impressions, connected as they are by their network of paths, so as to make new combinations, we exercise the power of imagination. When impressions and associations are divided up into elements, as when we separate the characteristic of beauty or any other abstract idea from the complication which goes to constitute objects, and then arrange these abstractions according to fixt principles, we reason. When by reason we come to a fixt determination and act accordingly, we exercise the rational will. If we do the same wise things by reason of some impulse born in us, without any process of reasoning, we are said to

*See "Prefatory—A Scientific Basis."

act by instinct. When we come to wise conclusions without taking all the steps of reason, the mind is said to act by intuition. After intuition has told us what to do we may go ahead and act according to reason; but instinct differs from intuition in that it produces action directly.

Here are all the elements of psychology in a nut-shell. Now we must see in detail just how memory, imagination, and reason work. But first let us see what the effect of habit is on the nervous system, since in reality that is the basis of the practical effectiveness of all three of these functions.

I quote from William James's text-book on Psychology: "An acquired habit is nothing but a new pathway of discharge formed in the brain, by which certain incoming currents ever after tend to escape. The moment one tries to define what habit is, one is led to the fundamental properties of matter. The laws of Nature are nothing but the immutable habits which the different elementary sorts of matter follow in their actions and reactions upon each other. . . . On the principles of the atomistic philosophy, the habits of an elementary particle of matter can not change, because the particle is itself an unchangeable thing; but those of a compound mass of matter can change, because they are in the last instance due to the structure of the compound, and either outward forces or inward tensions can, from one hour to another, turn that structure into something different from what it was. That is, they can do so if the body be plastic enough to maintain its integrity, and be not disrupted when its structure yields. The change of structure here spoken of need not involve the outward shape; it may be invisible and molecular, as when a bar of iron becomes magnetic or crystalline through the action of certain

causes. . . . Plasticity, then, means the possession of a structure weak enough to yield to an influence, but strong enough not to yield all at once. *Habits in living beings are due to the plasticity of the organic materials of which their bodies are composed.*"

M. Léon Dumont writes: "Every one knows how a garment, after having been worn a certain time, clings to the shape of the body better than when it was new; there has been a change in the tissue, and this change is a new habit of cohesion. A lock works better after having been used some time; at the outset more force was required to overcome a certain roughness in the mechanism. The overcoming of their resistance is a phenomenon of habituation. It costs less trouble to fold a paper when it has been folded already; . . . and just so in the nervous system the impressions of outer objects fashion for themselves more and more appropriate paths, and these vital phenomena recur under similar excitements from without, when they have been interrupted a certain time. . . . A scar anywhere is more liable to be abraded, inflamed, to suffer pain and cold, than are the neighboring parts. A sprained ankle, a dislocated arm, are in danger of being sprained or dislocated again; joints that have once been attacked by rheumatism or gout, mucous membranes that have been the seat of catarrh, are with each fresh recurrence more prone to relapse, until often the morbid state chronically substitutes itself for the sound one. In the nervous system, to take what are more obviously 'habits,' the success with which a 'weaning' treatment can often be applied to the victims of unhealthy indulgence of passion, or of mere complaining or irascible disposition, shows us how much the morbid manifestations themselves were due to the mere inertia of the nervous organs, when once launched on a false career.

"Nature has so blanketed and wrapt the brain about that the only impressions that can be made upon it are through the blood on the one hand, and the sensory nerve-roots on the other; and it is to the infinitely attenuated currents that pour in through these latter channels that the hemispherical cortex shows itself to be so peculiarly susceptible. The currents, once in, must find a way out. In getting out they leave their traces in the paths which they make. The only thing they *can* do, in short, is to deepen old paths or to make new ones; and the whole plasticity of the brain sums itself up in two words when we call it an organ in which currents pouring into it from the sense-organs make with extreme facility paths which do not easily disappear. . . .

"Habit simplifies our movements, makes them accurate, and diminishes fatigue. Man is born with a tendency to do more things than he has ready-made arrangements for in his nerve-centers. Most of the performances of other animals are automatic. But in him the number of them is so enormous that most of them must be the fruit of painful study. If practise did not make perfect, nor habit economize the expense of nervous and muscular energy, he would be in a sorry plight.

"Secondly, *habit diminishes the conscious attention with which our acts are performed.* Habits depend on sensations not attended to. In the act of walking, even when our attention is entirely absorbed elsewhere, it is doubtful whether we could preserve equilibrium if no sensation of our body's attitude were there, and doubtful whether we should advance our leg if we had no sensation of its movement as executed. We unconsciously attend to these sensations through habit.

" 'Habit a second nature! Habit is ten times nature!'

the Duke of Wellington is said to have exclaimed; and the degree to which this is true no one can probably appreciate as well as one who is a veteran soldier himself. 'There is a story,' says Professor Huxley, 'which is credible enough, tho it may not be true, of a practical joker who, seeing a discharged veteran carrying home his dinner, suddenly called out, "Attention!" whereupon the man instantly brought his hands down, and lost his mutton and potatoes in the gutter. The drill had been thorough, and its effect had become embodied in the man's nervous structure.'

"Habit is thus the enormous fly-wheel of society, its most precious conservative agent."

Thus we see that when we face the public, we are facing men and women whose minds are cut deep with brain-paths which it will be extremely hard for us to counteract. The wise thing is to understand them and use them. If we do our traveling on these paths, we are likely to be successful; but if we strike out across country, we are pretty certain soon to be ditched.

Association. Memory and imagination both depend very largely on association, which is nothing more nor less than the natural connecting paths that happen to exist between one thing and another. Old paths that have been worn deep are easy to travel, new ones that have not been much worn are more difficult. New paths that are not traveled over again are often lost completely. Or if all paths are about equally traveled they are a hopeless network, a labyrinth, in which we get lost almost instantly. If we have certain lines of thought, great trunk lines, over which we travel often, as a certain business or profession, that is a guide for all branch paths, and we can locate them easily up or down the main traveled road. We lay out in our minds a sort of map of the paths, indicating the big ones, the

middle ones, and the small ones, and we remember by locating the new small path on this map, with reference to this big path, or that small one, or this object on the path, or that object on the path. In the brain, objects are called ideas.

This system of objects called ideas, and paths connecting them, the ego within us arranges and classifies on three different plans; first, according to time and place when we received the impressions, that is memory; second, according to fixt principles which we adopt, to make them conform to which we cut them up, divide them, analyze them: that is reason; third, we take them as they are, pictures in the brain, and arrange them according to our feeling, our intuitions, our instincts: that is imagination. Then the will acts on the promptings of either one of these, whichever is strongest.

Words and Pictures the Key to Other People's Minds. The organization of modern society and modern methods of communication have made the sense of sight the most widely useful for communication, and next to that the sense of sound. The senses of touch, taste, and smell, are less directly useful, because we have not invented practical means for appealing to them. The original means of communication was by pictures, and that is still the most widely useful and effective. But reason has developed an artificial system of symbols called words, conveyed equally well by sight or sound. Sight is used for long-distance communication, sound for short-distance.

Now, words are not things, not even things in the mind or ideas, but only symbols or tokens of things. Like paper money, they are merely tokens that there is gold in a bank somewhere which can be had for the asking. If there is no gold there, the paper money is

worth little. There may be something else almost as good as gold, such as goods or power to work, which we will accept as a substitute; but if there is nothing, paper money is nothing more than a piece of paper with a picture on it. So words have no value whatever except as they represent ideas in the mind of the person to whom you speak or write. Many people think that words are worth what they stand for in their own minds. They are not always absolutely sure that their current value is measured solely and absolutely by what they stand for in the other man's mind.

In the case of the words of a foreign language, we understand easily enough that the person who does not understand the language, gets the words merely as the jabbering of an ape. Such a person can not even tell them apart, he can not even hear them. They have no connections with any paths in his mind, but come straight across a new country. It is very slow and hard going. The newcomer stumbles now into an unexpected hole, now over a hummock. There are not even any sound channels in the auditory nerve along which the unfamiliar sounds may come, so that you do not even really hear them.

The same is true among the people educated to one language, but in different ways and in different degrees. A farm laborer knows nothing of the technical terms of psychology, which produce just the same sort of effect on his mind that Russian does, perhaps, on yours. Words that suggest to you all the sights and sounds of city life, may be Greek to the country person who has never been in the city. He has no city paths in his brain, no system for connecting up the few little things he thinks he can understand.

Here, then, we have a few practical principles.

1. It takes a long time to make new paths in people's

brains, and the easiest thing to do is to travel the old ones that are already there.

2. Words have value only according to the bank-deposit already in the mind of the person who hears them or sees them. They are not things, they are not ideas, but only tokens to call up the ideas already in the other person's mind. A word, therefore, has a different value to every person who hears it—a slightly different value.

3. Pictures and sounds are more original, more primitive than words, and will get into the minds of many more people than words will. In nearly every human being there is a nerve channel through the ear for a kind tone of voice, and a pretty well-worn network of paths inside the brain along which it may travel. Likewise, images of fields, sunlight, men, and women find easy entrance along well-worn paths in optic nerves of most people.

Two Methods of Awakening the Mind, Reason and Imagination. William James states two essential elements in reasoning, the mode of conceiving the object in the first place, or abstracting a quality of the object and identifying it as the object itself, and the general proposition of identifying that with something else, so making a logical step. Says he, "All objects are well-springs of properties, which are only little by little developed to our knowledge, and it is truly said that to know one thing thoroughly would be to know the universe. But each relation forms one of its attributes, one angle by which some one may conceive it, and while so conceiving it may ignore the rest of it. A man is such a complex fact. But out of the complexity, all that an army commissary selects as important for his purposes is his property of eating so many pounds a day; the general, of marching so many miles; the chair-

maker, of having such a shape; the orator, of responding to such and such feelings; the theater-manager of being willing to pay just such a price, and no more, for an evening's amusement. Each of these persons singles out the particular side of the entire man which has a bearing on *his* concerns, and not until this side is distinctly and separately conceived can the proper practical conclusions *for that reason* be drawn; and when they are drawn the man's other attributes may be ignored. All ways of conceiving a concrete fact, if they are true ways at all, are equally true ways. There is no property absolutely essential to any one thing. . . . The essence of a thing is that one of its properties is *so important for my interests* that in comparison with it I may neglect the rest."

We may suppose that we are looking for a link between two objects, S and P. We pick out of S some quality which for our purposes we conceive to be the essence of it, which we call M, and if we happen to find M in P we have the link we are looking for. A sagacious mind is one which discovers the right quality or attribute among the many that exist, and proceeds to identify it in the other object. "It not only breaks up the datum placed before it and conceives it abstractly—it must conceive it *rightly*, too; and conceiving it rightly means conceiving it by that one particular abstract character which leads to the one sort of conclusion which it is the reasoner's temporary interest to attain."

Of course, we may hit by accident on the same result, as when a cat happens to pull the latch of the door; but if the latch got out of order the cat would not be able to analyze and deduce till it found what the matter was and remedied it.

"Thus, there are two great points in reasoning. First, an extracted character is taken as equivalent to

the entire datum from which it comes; and, second, the character thus taken suggests a certain consequence more obviously than it was suggested by the total datum as it originally came.

"Suppose I say, when offered a piece of cloth, 'I won't buy that, it looks as if it would fade,' meaning merely that something about it suggests the idea of fading to my mind—my judgment, tho possibly correct, is not reasoned, but purely empirical; but if I can say that into the color there enters a certain dye which I know to be chemically unstable, and, *therefore,* the color will fade, my judgment is reasoned. . . .

"The extracted characters are more general than the concretes, and the connections they may have are, therefore, more familiar to us, having been more often met in our experience.

"Also, the extracted characters are so evident because their properties are so *few,* compared with the properties of the whole, from which we derived them.

"To reason, then, we must be able to extract characters—not *any* characters, but the right characters for our conclusion."

Thus William James explains what reasoning is. Obviously, if we are going to get other people to follow our reasoning, they must have a similar sagacity in extracting right qualities from concrete objects and recognizing them in other objects. If their minds do not have paths along those lines which are sufficiently deep and well worn, our reasoning will be like Greek to them. If they do have sagacity along those lines, if in their minds are well-worn paths of that sort, it will give them the greatest pleasure in the world to listen to our arguments.

The schools are largely engaged in training the minds of pupils in analytic processes. Reasoning is a splendid

way of getting at things that can not be got at in any other way. Thus arguments make a good form of appeal to educated people, and in cases where there is no simpler or better way.

The natural and universal method of appeal is through the imagination. Sensations once experienced leave pictured impressions of themselves in the mind. Says William James, "No mental copy, however, can arise in the mind, of any kind of sensation which has never been directly excited from without." This is extremely important to remember in our practical relations with people to whom we wish to appeal.

In some people these pictures are distinct, clear, and complete, while in others they are dim, blurred, and imperfect. The good visualizer sees an absent acquaintance as if he were sitting or standing at his side; the poor visualizer can not describe even two or three of his features. Some people have clear images of sounds, while still others have clear images of motions or muscular sensations.

"Our mental images are aroused always by way of association; some previous idea or sensation must have 'suggested' them. Association is surely due to currents from one cortical center to another." These currents from one brain-center to another produce faint images which are the same as those produced by nerve-sensation currents direct from the outside. It is thus that we are able to distinguish reality and fantasy by their faintness or vividness.

Appeal by the imagination depends also on another element, besides the power to reproduce pictures in the brain. That is emotion, or feeling.

Every sensation coming as a nerve-current into the brain, reacts through the muscle-contracting nerves to produce action in the body. In other words, it rever-

berates through every corner of the body. This reaction may be: 1. Expressions of emotion. 2. Instinctive or impulsive performances. 3. Voluntary deeds.

Strong emotions, like fear, anger, etc., show themselves plainly in the muscular actions of the body. Milder emotions produce inner changes, some of which may be detected in the expression of the face by a shrewd observer. William James believes that the nerve-currents going into the brain must come out again, and in coming out they change the body; then our feeling of these bodily changes is what we call our emotions.

Likewise, the minor nerve-currents in the brain which we call imagination must produce their reactions on the body in the form of emotions or feelings, which are closely connected with impulsive actions. Or, once we feel like acting, it is easy to find reasons for deliberate action.

Appeal by way of the imagination, therefore, consists of calling up pictures in the mind, which, in turn, produce feelings that lead to action. You may convince a man's reason, and still he may not decide to act. Rouse his feelings, and he acts in spite of himself. So that, even after argument, an appeal to the imagination is often necessary to produce the feelings which will cause the action.

Making people do things. People do what they feel like doing, and they don't do what they don't feel like doing. We sometimes think we can force their wills. That is probably an error. There is just one way to make them act, namely, to start back at the beginning and set in operation those things which will produce in their minds the feelings to which their wills yield in spite of themselves.

We hear about causing "action" in making sales,

"closing" the customer who after convincing argument fails to do what is desired, but goes on arguing indefinitely and postpones action. What is meant in reality is that at the end an appeal through the imagination which produces the emotions which compel action is required to supplement a defective argumentative process. The theory that a man must act if the right emotions are aroused accounts for the inevitable compensation which comes from unselfish public service. Giving the compensation is a sort of automatic nervous reaction.

This is seen sometimes in making collections. An irritating letter may arouse a little anger. Along with that is a sense of honor inherent in the consciousness of owing the debt. These two emotions produce a disagreeable conflict, to get rid of which the obvious thing is to pay the debt. The process has become almost standardized. Or a man develops some intense feeling which keeps him from paying his debt. An irritating letter makes him angry. Then a very pleasant personal call takes him unawares and relaxes his anger, and along with the anger the feeling which stood in the way of his paying his debt, and he pays it in spite of himself.

Play upon the feelings of others depends first on knowing the images or impressions in the brain, then the paths of association connecting them (in other words, getting a map of the enemy's country), next of appealing primarily through the imagination, but always bridging the gaps by reasoning, and finally by the clever marshaling of both reason and imagination to produce the feelings which make action inevitable.

The singer gets money from people by appealing to the ear-imagination, which produces such pleasurable feelings that people become sound-topers, so to speak,

and give up their money just as readily as liquor-topers. The painter produces his emotion through the eye, the novelist through the printed page, and the business man through appeal to the cruder emotions connected with bodily comfort, utility, etc. The processes used by Tetrazzini, Sarah Bernhardt, or Dickens, are in principle the same as those that must be used by salesmen and advertisers, to dispose of the goods which are even more essential to the successful living of life than music, drama, or fiction. Whether the methods are rightly or wrongly used depends on the honesty or dishonesty of the users. Our original premise was that honest service is the only thing that is permanently successful in business or professional life.

Questions on How the Mind Works

1. From what point of view do we start in this survey?
2. Describe in detail how all impressions enter the mind.
3. What effect do they have in the mind, and in what form do they come out?
4. How does William James describe habit?
5. How does M. Dumont describe habit?
6. What are brain-paths, and how do they help the working of the mind?
7. What practical effect does habit have on our actions?
8. What effect does habit have on attention to details?
9. In what story does Huxley illustrate the working of habit?
10. Illustrate "association," and show how both memory and imagination depend on it. What is memory? What is imagination?

11. What two keys are there to people's minds? Illustrate the difference between the appeal of words and of pictures. How does a foreign language affect us if we are not familiar with it?

12. Summarize the three practical principles of appealing to the minds of others.

13. Explain the process of reasoning.

14. What kinds of people are susceptible to the appeal of argument or reason? Where is the reasoning method most in use?

15. Why is appeal through the imagination the natural and universal method? What is absolutely essential to making that appeal? Illustrate the imaginative method.

16. What is emotion or feeling? In what three forms do the nerve-currents entering the brain react?

17. How do emotions show themselves in the body? In what way does the principle apply to mild appeal through the imagination? Summarize the process of appeal through the imagination.

18. How is it possible to make people do things? Illustrate the reaction in making collections by irritation. How do artists make people pay money? What form of appeal alone is permanently successful in business or professional life?

Assignment V

Education and advertising are so nearly the same thing that we may study them together. Let us test the law that nothing comes out of the mind that hasn't first gone in. The teacher may select two short poems, like two sonnets by Wordsworth, which he can read particularly well, or two pieces of prose; read one aloud to the class, and then have members of the class read it back to him. Then let the class read the other one

first, while he reads it last by way of contrast. The tones of expression, the interpretation by the voice, the fine understanding of the shades of meaning, could not be in the minds of the pupils till they had gone in by direct impressions. To equalize the matter of preparation, the pupils should carefully prepare the selection they are to read first.

To illustrate the advantages of the imaginative appeal over the didactic, we will suppose there are in the class boys or girls who know little or nothing of baseball, and others who do know much about it. Let one who knows try to explain it to those who do not know. That will be by the didactic method. Then make a chart of the diamond on a large sheet of paper with clear, broad lines. Letter in the pitcher, catcher, basemen, etc., so as to mark their positions, including also the batter. Then mutely illustrate each step of the game by going through the motions, first of the pitcher pitching the ball, first putting a finger on the chart where the pitcher is, then the catcher catching the ball, the umpire behind him looking sharp, and, finally, the batter hitting the ball, pointing to the ball flying over the field, and then an outfielder catching it; and so on. In each case be sure first to touch the name on the chart.

To illustrate the superiority of the reasoning method over the imaginative on another occasion, try to find some imaginative method of making clear the contents of this book, which can easily be explained. Its size, shape, color may be shown or illustrated, but they are not the book. The contents of the book might be illustrated imaginatively by pictures of persons writing letters at typewriters, or an advertisement-writer designing an advertisement, or pictures of the average man and woman whose processes of thought we are trying to analyze. Quite a little can be done in this

way, but reasoned explanation in rightly chosen words is practically essential to make the connection clear.

Let us turn over the advertising pages of any magazine and pick out those which make an almost purely imaginative appeal, as the soap advertisements, and then those which, because of the educated class of people for which they are written, make a didactic appeal, as Tiffany's advertisement, or those which, from their very nature, seem obliged to use the didactic method to a large extent.

VI

PRACTICAL USES OF THE IMAGINATIVE METHOD

To use a word or perform an act which will start those brain-currents along the paths of association which habit has formed, so that the mind of the other fellow will begin to shape attractive pictures, that is what the imaginative method is in practise. Mr. Lorin F. Deland, in his little book, "Imagination in Business," has given us some examples of it from his own experience.

Two street bootblacks with kits over their shoulders were crying for shines on the two equally busy sides of a busy street. One made the plain, matter-of-fact appeal, "Shine your boots here!" while the other cried, "Get your Sunday shine!" As it was four o'clock Saturday afternoon, the word "Sunday" started a whole train of reflections in the minds of the passers, as a result of which that boy got twice as much business as the first.

Mr. Heinemann, the London publisher, saw two pedlers standing side by side selling toy dolls. "One of them had a queer, fat-faced doll, which he was pushing into the faces of passers-by, giving it the name of a well-known woman reformer, then prominently before the public. His dolls were selling rapidly, while the man beside him, who had a really more attractive doll, was doing comparatively little business." Mr. Heinemann suggested that he hold two dolls in each hand, and cry them as "The Heavenly Twins." That was the title of

Sarah Grand's novel, which was then all the rage in London. "'The 'Heavenly Twins' dolls were an instant success, and within one hour the vendor of the woman-reformer dolls gave up the fight, acknowledging himself beaten, and moved five blocks down the street to escape the ruinous competition." Those doll-vendors succeeded because they supplied the mind as well as the hands with something to play with. The passers bought the dolls thinking of what fun they would have at home calling them by the names the vendors had given them. It also illustrates the folly of selling single articles when you can sell twins, which reduce stock twice as fast.

Mr. Deland tells another story of a rug-dealer who wanted to unload a thousand oriental rugs in a week. He thought of knocking twelve or fifteen dollars off the average price of $25 to $35, but instead he was induced to print an advertisement containing a sort of picture of a dollar bill, which was good on the price of any rug at its face value of one dollar, if used within six days. Some 1,600 rugs were sold, at a discount of only $1,600, coupled with an imaginative method, whereas if $12 or $15 had been knocked off the price, probably less than two hundred rugs would have been sold. The habitual currents of the mind which play about dollar bills so persistently in the lives of most people had been set going by the sight of a crude, make-believe dollar bill, the value of which they could *see* as well as think about didactically.

The same method was used to dispose of 50,000 pictures which had been made to sell at $5, but which the house decided to unload at $1 each after all their advertising had failed to dispose of more than 700. They thought of sending out to dealers all over the country a circular announcing $5 pictures reduced to

$1, a method that would have told everybody at a glance, "We are stuck and trying to unload that which has been a failure." Instead, they made a handsome engraved receipt and sent it to the 350,000 Grand Army men, saying that a war veteran might get a $5 Civil War picture for only $1, if he would have the certificate endorsed by the secretary of his post. It was an individual chance that came only to Grand Army men; but, of course, they let in their friends, if they didn't care to buy the pictures themselves, as it was a pity to throw away a receipt for $4.

As Mr. Deland remarks, it is not the *price* that counts, but the *reason for the price*.

It is said that Phillips Brooks was giving some sermons in Faneuil Hall, in Boston, Sunday evenings, to "waifs and strays." After two or three weeks the audience had fallen to half a houseful. Then Mr. Deland announced that admission would be by ticket only. "If we can't fill the house half full when admission is free, how can we possibly do it when admission is by ticket only," said his associates. But the next Sunday the hall was full, and continued full for the rest of the season. It is said Moody often resorted to the method of making admission by ticket only when his audience threatened to be small. People couldn't sacrifice that which they had which somebody else didn't have. What everybody could have, they didn't want.

Here is another good story which Mr. Deland tells. An organ-manufacturing firm had sold 200,000 organs, the largest number ever put out by any house, and wanted to advertise the fact. So they had a contest for ideas to illustrate "How Large is 200,000," and then put the suggestions as pictures into a book which they offered to send on receipt of a 2c. stamp. But only 788 books out of the 100,000 printed were sold by a

large and expensive advertisement in the *Youth's Companion*. What should be done? Mr. Deland prepared another and smaller advertisement, placed a simple rebus at the top that any one could solve, and offered to give the book to any one who would solve that rebus, and it could not be had on any other terms. The advertisement was inserted once, and for a time nothing was heard. Then came a letter saying: "Where is this thing going to end? We have sent out twenty-three thousand books up to last Saturday night. We have now a force of five women employed in opening letters and mailing books. Had we not better prepare another edition?" So it went on for ten weeks more, finally breaking all known records for the number of replies from any single advertisement.

So important do some big business men regard the possibility of imaginative appeal in a good name that they register as a trade-mark all the good names they can possibly think of, not because they can ever hope to use them, but to head off their possible competitor; for what can a competitor do in selling a new soap if he can not give it a good name, one that will touch the imagination of the people. "Sunlight" is the name of a popular soap in England, and the name "Sunlight" has been registered at $50 each registration for every possible household article, and an American soap manufacturer has registered every good name for a soap he could find. It is said that as high as $50,000 has been spent by one firm to register imaginative names just to head off competition.

Finally, Mr. Deland illustrates what he calls "invention" *versus* "imagination." Invention is a clever idea. Imagination is an idea that touches off the currents running along those brain-paths which the customs and habits of people have created in their cortical

gray matter. Congress shoes, with elastic webbing at the sides instead of laces in front, had been enormously sold because they were guaranteed to wear a certain length of time, and a pair which failed to wear so far as the elastic was concerned might be handed to an express company anywhere and sent back to the factory, and the shoes would be repaired and returned free of all cost. Then a few *dudes* along the Atlantic coast from New York to Washington, in what the manufacturers spoke of as "the dude belt," began to wear laced shoes. The fashion spread, and the manufacturers of congress shoes began a long, hard fight against the hardest force to fight that is known—fashion. After several years of hard thinking, Mr. Deland noticed that only 170 passengers had been killed on railways in an entire year. While the railways kill their employees, and outsiders who are crossing the tracks, they do not kill their passengers. So his idea was to give an insurance policy to every wearer of congress shoes who was killed on a passenger-train. It was an ingenious idea, but it didn't touch the imagination, and no progress was made against the tremendous force of *fashion.*

Assignment VI

Turn over the advertising pages of any modern national magazine such as *McClure's* or the *Saturday Evening Post, The Literary Digest, Collier's,* or the *Ladies' Home Journal,* and make a selection of the advertisements that contain an imaginative appeal: (1) those with a simple picture appeal, and (2) those with some statement or use of words which you think should start brain-currents along the habit-paths in the minds of average American men and women. Make a written report, giving briefly the reason for each selection.

VII

PRACTICAL PRINCIPLES OF APPEAL

1. **Like begets Like.** Vibrate a violin-string, and all other surrounding strings which have a phonic relation will spontaneously vibrate in unison. Like begets like. This is the foundation of the American principle of service in business. Serve others and they will feel inclined spontaneously to serve you. Regard others as honest, and they will regard you as honest and treat you honestly. Smile at others and they will smile back.

On the other hand, be suspicious, and others will catch the attitude of mind and be suspicious too. Be pessimistic, and you make those around you pessimistic. Try to punish your enemies or your competitors, and they will try to punish you.

Many people do not think that manners count for anything in business. They count almost for more than anything else. It is largely by your manners that the feelings of people around you are determined, and feeling has more to do with business than reason. It is by manners that the pleasant brain-currents are set moving, that imagination is touched.

Professional men, above all, must depend on the pleasant effects of good manners. The dignified and courteous professional man, with a kindly manner and a helpful tone of voice, ready to encourage and inspire his patients or his clients, is the man people want. They need good advice, encouragement, restraint, calm, more than they need medicine or law; and what is more, they will pay for these other things in the bill for legal

or medical services. People do not distinguish. Give people freely what they need, and they will gladly pay a high price for the thing they thought they needed, even if given in very small doses. People look at the large ledger of life, and care more about seeing that the general balance is right than the special balance.

Enthusiasm begets enthusiasm. The greatest thing in salesmanship is enthusiasm, since enthusiasm begets enthusiasm. The best book salesman in the United States (so he was called in his day) used to say, "All I do is to go around and enthuse 'em up." We may take exception to his use of the word "enthuse," but his philosophy was all right.

People lack the energy to do things. Seeing a salesman full of energy, they seem unable to avoid catching some of it, and the energetic feeling thus induced makes them come to a decision and place orders. They feel as if they must do something, and the easiest thing to do is to write the name on the dotted line.

People for the most part have faint likes and dislikes, faint perceptions of the wise thing to do, faint convictions, faint ideals, faint power of will. Enthusiasm is the chemical which makes the faint clear and strong, which brings out the picture, raises from a sort of ideal world into the world of realities.

Enthusiasm is the secret of leadership. "Come on!" says the general at the head of his troops; "Come on!" says the football captain at the head of his men; "Come on!" says the teacher, "and let us study for all we are worth!" The example produces an electrical thrill, it sets the brain-currents moving, and nature within does the rest.

Competition depends on the same principle, plus pride. First we go in because of the infection of seeing others do it. Then pride stirs us to get into a class by our-

selves. Under the stimulus of competition, salesmen will do at least half as much again as they could do alone. The gang-spirit possesses them. The desire to be in a class by themselves drives them on.

We may compete with our own past records, or induce others to compete with their own past records. The desire to beat somebody or something is a clearly good basis for sales-appeal.

Half a dozen doctors with their offices side by side in the same building will often each do better than any one alone. A man going into a new line of business often needs to excite some competition before he can get his own business moving, and the two competing get more than double the business than one could get. This is a fact often observed.

A calm, judicial attitude begets a judicial attitude. We Americans forget that oftentimes what is needed for our success is an impartial attitude on the part of those to whom we appeal. This is particularly true of all lines of endeavor in which the reason is an essential element. Most people with a purpose to accomplish argue all on one side. That makes the other fellow argue all on the other side. Impartially state the arguments on both sides, weigh them impartially, and you will make the other man inclined to do the same thing. At any rate, he is not excited to concentrate his mind on the arguments against you. School-book publishers praise the books of their competitors instead of tearing them to pieces as they did in the old days. Nothing is lost by being fair. One perhaps need not go out of his way to state all the defects of his own product, yet if he represents that it is flawless, the other fellow will be sure to be looking around to see what is the matter with it. Unless you are frank and unprejudiced you are not likely to find the other man unprejudiced.

If you dislike and suspect another man, you may be almost certain that he thinks of you in just the same way. What does that fellow think of me? Does he think I am a nasty, sneaking little brute, the way I think of him? You may almost gamble your life that he does. You have not mentioned it to any one, but he has felt it in your atmosphere as you pass. If you want to win him, you must conquer your own feelings, turning your attention more to yourself than to him. Otherwise let him alone.

2. **Every man wants a Monopoly.** We have already seen the advantage of doing business with a service which no one else on earth can render as well as we can. The point of view of having that which is unique gives us a leverage of an almost mechanical kind. It also gives us the attitude of mind of being a king, and it is the province and duty of a king to conquer. We can use superlative arguments without fear when talking of a monopoly. There is no limit to our enthusiasm when we have a monopoly.

Now, in making our appeal, we can just turn this about. Every one else wants a monopoly, something that nobody else can get. Here is a second-hand piano that has a little sweeter tone than any other piano in this town; that is the piano I want. Here is a dress from Paris in a little later fashion than any one else has, and my lady wants it to the extent of being able to pay about double price; and when, six months later, all the shop-girls on the street are wearing the same style, she is equally anxious to discard what she paid so much for.

The precise value of novelty in sales-appeal. The desire of the public to get that which is unique, a monopoly, is a compelling force toward novelty, and the fact that making new paths in the brain is a very slow

process is the counterbalancing conservative force. It is a well-known fact of history that world-progress is slow, tho steady under normal conditions, while abnormal conditions stop it almost altogether.

People have progressed up to a certain point. They want to take the next step, whatever that may be. Certain needs have accumulated of which the public is hardly conscious. The success of business which consists in service along those lines depends on how much unconscious desire has accumulated. If it is felt just here and there over the country in the more advanced, it may be too expensive to find out what persons are ready for it, and educate them to it. Careful testing of the popular temper alone should be the guide of action. Inventions or ideas that are ahead of their times will inevitably fail in spite of the most adroit salesmanship.

New points of view in regard to old things furnish the best promise of commercial success. Words and phrases become worn out more quickly than things. The word "success" may come to be associated with a certain unpractical sentimental philosophy, and books and courses of study advertised by use of that word may fail, whereas new and specific developments of the same thing, exprest from a new point of view, as, "How to Do Business by Letter," "How to Talk Well," "How to Deal with Human Nature in Business," may attain a very large success. When the writer advertised a "Complete Course in Business Correspondence," the inquiries were few, but when he advertised his course, "How to Write Letters that Pull," he met with instant success.

The great work of the advertising-writer or salesman, therefore, is to find new ways of thinking about old things. The inventor is trying to discover unconscious

needs which have accrued at any given time, so as to offer new services to the public; but the writer is in the same way trying to find new points of view, new angles of appeal. That requires just as sagacious and inventive a mind as mechanical invention does, and the cash-value of such discoveries of new points of view, new ways of expressing old ideas, is just as great as the cash-value of mechanical inventions, and probably on the average it is greater. But there is no artificial protection for new points of view as there is for mechanical inventions, except as they can be coined into a name or phrase. To copyright such a name or phrase does not protect it, but actual successful use of it, whether it is registered as a trade-mark or not, does create a property in it that the law recognizes and protects—that is, the common law. Copyright registry as a trade-mark, which is limited to definite new names of things, aids in the protection; but advertising catch-lines are not usually protectable in this way. They must be held by mental force, so to speak, that is, by continued active use in such a way that others can not very well afford to use them because of the confusion that would surely be caused and the danger that they would help you more than they would help themselves. The inborn need to base a business on monopoly makes people avoid even the appearance of trailing behind some more vigorous thinker.

Excess of novelty is doomed to failure, and equally so is the lack of it. Nothing so fully illustrates the commercial value of the golden mean, and knowing just where the mind of the average man stands, and what else is in the field.

If you can find a way to give a client or a customer something that no one else has got, even something that only a few others have got, or something that none of

his immediate neighbors have, he will grab at it. Gangs do the same things, but they want their individual possession. This may be a ticket to an entertainment, such as Mr. Deland used to fill Phillips Brooks's Sunday evening service, or it may be the picture of a dollar bill which really was worth a dollar under certain conditions, or it may be the prize given to the person who solves the simple rebus.

The successful salesman is always trying to find something special and unique for his or her customers. It is related by Mr. Sheldon that a woman clerk in a department store in Pittsburgh made a point of taking the name and address of every customer in a little book, and dropping her a card or telephoning her whenever any bargain was offered in the store in which she might be interested. A consistent carrying out of this plan brought so much business she was paid $3,000 a year salary, while clerks at her side who were just clerks, were getting but $3 to $7 a week. This became for that clerk a matter not only of bargains, but of exclusive bargains—at least they seemed exclusive to her customers. They recognized and paid her for her services in keeping them posted, for a bargain you do not know about is no bargain at all.

Every customer wants to know just how a given thing will apply to his case, just how it will work out with his conditions. The chief service of the salesman is often investigating the customer's condition and then pointing out just how this particular article will meet his particular needs. We often hear in business, "My business is peculiar, my case is different." In the main features it is not different from a thousand others; in a few special details, which loom big in that man's mind, it is different, and the salesman must first of all find out how to adjust the offering to that man's tiny

differences which seem to him so big and important. Afterward he may take up the general arguments, which from the outside seem so much more important. This is partly due to the mechanical fact that what is very near to a man looks big to him, and what is far away looks small; but partly, also, it is due to human nature's natural love for monopoly, for something exelusive. An advertising man who says, "I will divide my time between you and four others," will not have nearly as much attention as one who says, "I will do all your advertising work just as much as if I were in your exclusive employ; but it will cost you only $25 a month." From the price, the buyer knows that other work must be done, but it is wisdom on the part of that advertising man not to mention the other work. Because of the low price the customer will overlook the unmentioned fact that a dozen others are getting the same sort of service, indeed, inevitably must get it.

The same principle works out in the same way in selling limited editions of books, in exclusive agencies, and in all the range of peculiar privilege, including the idea of political pull which a man believes is his alone among many who wish it.

3. **The Habit of Obedience to Command.** All persons as children are trained in the habit of obeying commands, and the great majority of workers are employees doing the bidding of a very few executives. Therefore, all their lives the majority of persons are drilled in the habit of obedience to command. In a country like Germany, where every able-bodied man must serve in the army, the habit of obedience is even much stronger than it is in this country. We have already noted the effect of habit on the old soldier who dropt his potatoes and mutton on the ground when a joker called out the command "Attention!" In all

games the commands of the captain are most important in the winning of victory.

In dealing with human nature in business, the direct command takes advantage of the habit of obedience. "Sign here!" spoken in a firm and commanding tone makes the person addrest want to sign because it starts those brain-currents along the path of that habit of obedience which is so deeply cut by lifelong experience.

The return coupon with its place to sign before mailing, or the return postal card seems a silent command which is certainly powerful, tho the mere matter of convenience is also an important consideration. The quiet, silent voice, saying, "Do it! Do it! Do it!" is far better than the loud and insistent voice which may awaken the obstinacy of human nature, the disinclination to be bossed. People like to follow the commands of friends, of reason, of those who seem to know more than they do. The kind of command that is effective is the command that is linked with leadership in a common cause, the command of the football captain who is inspiring and commanding at the same time. Where no real authority can exist, stimulation must be greater than command, but suddenly, just at the right time, the word of command touches the habit-center of obedience in the brain and brings results. It is what salesman call "closing," after the customer has been led step by step until only a small step remains to be taken. Suddenly, as the customer hesitates at that last step, the salesman says, "Do it!" and he does it before he has time to reflect; the lifelong habit of obedience to command is stronger than doubting and unsatisfied reason.

Assignment VII

To illustrate the dictum that "like begets like," let us interview ten persons in succession, we will say, soliciting subscriptions to a school paper, or selling tickets for an entertainment, or working up interest for athletic support, or to volunteer for some special work that is to be assigned. In the case of five of them we will go straight and blunt to the thing desired; and in the case of the other five we will start with a pleasant word about something in which the person addrest is known to be interested, on the theory that taking an interest in his affair will induce him to take an interest in your affair. Make notes of the result in each of the ten cases.

To illustrate the principle of the monopoly, arrange some interesting activity of the class, or school, or family, or business, in which you wish to take in ten persons. To five of them say, "We want to get ten persons, of whom you are to be one"; to the other five say, "We are going to do so and so and so, and particularly want you to be in on it," saying nothing whatever about the other nine. Make notes on each interview and report results.

In the last case, after your arguments, try to close by suddenly saying, "Come, put your name down!" having your subscription list all ready, or whatever it may be, with pencil in hand. Make it a quiet, quick, mental effort entirely free from all violence of assertion.

Questions on the Practical Appeal

1. Illustrate the principle "Like begets like."
2. What is the importance of enthusiasm in salesmanship, and how is it produced in others?
3. What is the "gang-spirit," and how does it apply in business?

4. What is the effect of a calm, judicial attitude, and when is that required?

5. How is the principle of monopoly to be used in making a sales-appeal?

6. How is the liking for what is unique counter-balanced by the force of conservatism, and how must the salesman adjust the balance in making a sales-appeal?

7. Illustrate the value of new points of view in regard to old things. What are the limitations of novelty?

8. How can the habit of obedience to command be used in making sales?

9. How do the return coupon and return postal card work into this principle?

VIII

PROPORTION AND EMPHASIS

THE mind of man is practically capable of giving attention to only one thing at a time. If I am talking with my wife about an important matter, and you rush up and begin to tell me a story, unless you secure my attention *I shall not hear a word you say* any more than if I were deaf. If I am a business man in an office, and five or six persons are trying to speak to me at one and the same time, I can give attention to only one, and probably will turn to the person who speaks most loudly and insistently (immediately becoming disgusted by his loudness and insistence, and throwing him out), or I may give my attention to a person standing perfectly still with folded arms, attracted because he is doing something *different* from the rest.

Attention having been secured, it must be held unbroken until the arguments or appeal have had time to sink in. You may state your case clearly and fully, yet if not enough time has passed for the more or less slow-working mind to take in the impression, there will be only a vague picture left. When a camera is used to take a picture the plate must be exposed just the right length of time. If the time is too short, there will be no picture at all, but only a confused collection of marks; or if the exposure has been too long, the picture will blur and run into a confused mass. The mind of another person must be exposed to your argument just the right length of time if the best effect is to be secured.

A short-story writer will present one picture in his

imaginative creation after another. He may be able to say what he has to say in the first ten lines; but if not enough time has passed for that picture to make its photographic impression he keeps on using words, saying the same thing over and over in different forms and from different points of view till he knows he has got the right development, when he passes on to the next imaginative picture.

Then the salesman, letter-writer, or advertisement-writer, as well as the public-speaker or teacher, must judge nicely the proper portion to give each argument or imaginative appeal. He is painting a picture on the mind of another; the foreground must be larger, the background smaller, to create the illusion of perspective; arms and legs must be of exactly the right size, the small details must be filled in with just the right fullness or completeness so the large or main points will not be buried or thrown into eclipse.

In speech we get this proportion by *emphasis*. Emphasis teaches us to pitch our voices just so they will be heard comfortably according to the surroundings, according to the natural hearing of the person we address, and according to the importance of our subject. In writing we get the same effect by the vigor of our language, by capital letters or italic, or by putting a thought into a very short paragraph.

Correct emphasis depends on knowing the condition and nature of the mind of the person addrest. When we know that, an instinct guides us. Personal salesmen have the great advantage of seeing before their eyes the person to whom they speak and adjusting their emphasis accordingly, and likewise timing each item of their appeal correctly, just so as to make the impression clearly and then pass on. The writer must go out and see typical human beings of the kind he is to write for,

until in his imagination he can see them, see them so vividly that he can seem to feel just how much to write and just how strongly to emphasize it. That is why a writer must be endowed with a strong imagination. He must be able actually to see his customer sitting in the chair beside him.

Since correct emphasis in writing is a more difficult matter, let us consider that for a few moments.

First, what is already in the mind of the person who will read this, what competitors are clamoring for his attention, what general demands on his thought are likely?

To get attention, the important thing is to send the appeal in some way that is different from the rest, not enough different to be freakish, but just enough to create a fresh sensation in the brain.

Then what four or five things constitute the whole picture, and how long can I depend on holding this particular reader's attention? If I know he will read only a twenty-line letter, I must proportion my argument so I can get it all into twenty lines. If he will read a two-page letter, why, I must proportion it accordingly.

Knowing that the mind pays attention to only one thing at a time, I must consider each point in the presentation, I must drive it in just hard enough so it will become clearly fixt in the length of time at my disposal, and then I must pass on to the next point, giving each its due proportion. At the end, I know that I have got each essential point in its proper size or proportion, I have driven it under the skin so that it will stick, and I have not indulged in an excess that will create a revulsion against me.

Usually I give a skeleton argument, according to reason and the rules of logic. To save time I con-

stantly resort to the imaginative method of using words or pictures that will start currents in the brain along the paths of habitual association, for they are the quickest elements in any appeal. If my time is reduced to an instant, my only chance lies in an imaginative picture like those used by Cream of Wheat or Pears' Soap, and my whole thought is to find a picture that will set as many of the brain-currents to moving as possible that are good for my business object. But great care must be taken to see that there are not any cross-currents.

In order to economize time so that we may preserve our proportion, the very name of the thing should suggest its quality. "How to Do Business by Letter" was selected as the name of that book, because it told so clearly the nature of the book. It was the best advertising catch-line that could be devised, so that no special or additional one was needed. The character of the type used should harmonize with the thought, and so far as possible the paper on which it is printed, the magazine with which it is associated, etc., etc.

Successful emphasis and proportion indicate the true artist, who is master of his craft, and knows the human mind.

Assignment VIII

By way of illustrating the principles of proportion and emphasis, let us try the following experiments:

Let the teacher or a student read the next section in an absolutely even tone of voice, without emphasis, and let each member of the class afterward write down as good an account of what he has heard as possible.

Then let the teacher or a student read a condensed and unemphasized summary of the points, and at the

end let the members of the class give an account of what they have heard.

Then let the teacher read the entire section with emphasis and a view to making every member of the class understand every point, and explain or emphasize by special remarks any portions that in his knowledge of the class are not likely to be understood. Let us see how much more intelligent an account the members of the class can now give of the section.

It should be understood that interim reading of the section is prohibited. The first two experiments can be tried one day, the final experiment a second day, and on a third day the three sets of reports can be read together and compared. This plan will help to master an important section, and at the same time illustrate the principles of this one.

IX

ANALYZING A BUSINESS

THE advertising and selling side of a business is its most vital part. No man can make a success of half a dozen different unfamiliar businesses at one time, and no student of advertising and salesmanship can make a success of his study unless he specializes on ONE BUSINESS, and tries to get to the bottom of that. Unless he does concentrate on some one business, there is no possible chance that he will get to the bottom of anything.

What shall that one business be? Local conditions and circumstances must determine. It might well be the school paper, the success of which in a business way a class might devote itself to. Or it might be some local business such as the shoe business in a great shoe-town like Brockton, Mass. With individual students it might be whatever business they expect to enter.

If no special business offers, nothing could be better than a study of the grocery business, for which a full series of practical exercises has been worked out in an appendix. Groceries are universal, and grocery stores can always be found. A person's mother at home can answer most practical questions, and in the mail-order grocery catalogs a written text-book on the grocery business is within the reach of all.

However, in a class it would be well, after the preliminary study of human nature that has been made up to this point, to take a vote on the business to be

analyzed, and having decided upon it, to follow it through to the end without deviation.

If possible, it should be a business in which customers can be called on personally for oral sales practise. More distant customers should be appealed to by letter along the same lines as the oral appeal is made. Advertising, either by newspaper or handbills distributed from house to house, should be called for in the nature of the business if all-round practise is to be afforded.

Running a small newspaper of any kind affords ideal practise. The readers may be interviewed with the idea of finding out what service the newspapers can render them. Then the editorial side should proceed to render that service. On the basis of that service an appeal should be made in oral salesmanship for subscriptions, and also for advertising in its columns. When that advertising is secured, the department should study the businesses of the advertisers so as to teach them to shape their advertising so it will bring returns and make them willing to continue. Time may prevent much personal sales-soliciting for subscriptions, but what can not be done personally can be done by letter, and the sales-talk will furnish precisely the best material for the letter.

First, oral sales-talk, then written sales-talk, these two alternating more or less throughout the work, is the right combination. It is impossible to know what people want, and how their minds act, without actually going to see them and talking with them. Only when this information has been received, can successful sales-letters be written. Other letters should usually be answers to correspondence received. The style of letter-writing is the conversational style, and going out and talking is the very best way in which to learn what conversational style is.

Here is the system of analysis for any business, and the writer has used it with success in the study of several hundred. Sometimes one point is of more importance than another, or is of no importance at all; but allowances must be made in a common-sense way. The study of competition gives a broad outlook and something for comparison. In the case of a patented invention or a copyrighted book, there is the indirect competition of all other devices and all other books. Modern books must compete with all the classics. All things that are not indispensable compete with each other for a place in the life and mind of individuals, for one person can make use of only a very few of all the good things that may be afforded. Sheer lack of brain-power to think of the thing may prevent it from getting even first attention. The important thing is to get a true conception of the relation of the business to the actual world. Only when such a true conception has been acquired is there any chance for practical grasp of the vital problems.

The advertising outlook is so much broader than the personal salesmanship outlook that in this consideration we should be guided by that. We first start with the broadest view, and gradually narrow down to the details that intensive study makes interesting. Advertising skims the field, sales letters begin to work it slightly, while personal salesmanship works it in the most intensive way that is possible. Which is in practise most important must be judged individually in each case. But in our study we start with the broad outlook and narrow down to the details when we have really grasped the relation of the business to the outside world.

System of Analysis

1. What is your competition? I would not refer directly to your competitors in any sales-appeal, but I must address a customer in whose mind are the arguments of your competitors. You must know what those arguments are, and go about saying that which will offset or counterbalance them in the mind of the customer. If you have to compete with lower prices, it is necessary to talk frankly on the subject of prices and point out in a common-sense way that your customer can't afford to take that which costs less and is correspondingly lower in quality, and why or how he will make more money in the end by paying a little more and getting something that is right.

2. Then you should consider what you have that nobody else in your territory has. You may say, Nothing. Unless you have something that your customer can't get as conveniently from anybody else, you have no basis to ask for more than your natural share of business. You may give better service, you may even give only a pleasanter manner and fairer treatment. Advertising, which keeps the customer constantly informed, is a service. You must find out what it is that makes one of your good customers give you his business in preference to giving it to the other fellow —not what you think ought to make him, but what you know from actual investigation does make him.

The thing you have which nobody else really has (whether anybody else can get it or not is another matter) is what really makes a man buy from you, and which you ought to drive home hardest of all in your sales-appeal.

3. Talk is not enough, however, to get orders. Argument must be supplemented by proof. You must con-

sider how to prove your claims, and if you can make your claims in the testimonial words of other people, even if you can't quote their names, you have gained a splendid point.

A bunch of conventional testimonials in small type is worth little, even if you can get them and use them at all. Get a testimonial that is really a splendid record of facts, and play it up in good type with a clear black-letter heading. Or reproduce sales-orders, or give records of sales, or ANY FACTS THAT WILL TEND TO PROVE YOUR CLAIMS. Records of facts that will pass in a law court are what you want, not praise or any form of "hot air," either of your own or of anybody else.

4. Ask a man to do something easy that he can reasonably do, and make it as easy for him to do it as you can. A return post-card carrying a trial order or a bit of information you ought to have is a good thing, and you should have a printed post-card form to use as often as possible with your sales letters. Don't forget to be VERY CLEAR AND SPECIFIC as to what you want done, and provide a convenient way. Don't ask a large decision when a series of small decisions can be substituted, and don't ask a man to commit himself beyond recall when you know that what he gets on approval he will want to keep and pay for.

5. Getting your facts right is much more important than the wording of your sales-talk, or letter, or circular, or advertisement, and if you haven't the preceding four points, it doesn't matter much how well you word your appeal.

But if you have the right basis, consider the following points in connection with the wording:

(*a*) Have you covered, even in a brief letter, every point with absolute clearness, just as you would explain

to a child? It is a mistake to assume that every business man knows this, that, or the other, and that it would be foolish to refer to such points. When a man is reading hastily he wants everything before him or else he is likely to overlook something because it is not clear enough for instant perception. Don't compel him to figure out what is wanted. Let him see at a glance.

It is useless to write a letter so short that it doesn't tell your story. You can always emphasize your strong points in the letter and tell the complete story in an attached printed circular. In any case, the story must be told completely enough to produce conviction.

(*b*) Do you present your points in the correct order of sales-appeal? Namely:

Creating desire in general for the service you are prepared to give;

Showing how your plan works, so that people can depend on their own common-sense judgment as to the likelihood that you are right;

Backing up your statement by proofs;

Throwing a personal tone into your appeal so that a customer will feel like doing what you ask;

Ending with a quick, safe, and easy method of complying with your wishes. In making a sale, when you know you can't hold him in court and do not wish to, you may even sign a man's name for him, printing it if you please so there will be no suggestion of imitation.

(*c*) Do you strongly, tho briefly, emphasize FACTS that will catch attention at the outset and fix it; or in a letter do you emphasize mere words which will have no meaning unless your letter is read through? Capitals and the underscore should be used to make three or four prominent facts stand out so they will catch attention at the very first glance. They take the place of

black-letter heads in a circular, not emphasized words in conversation.

(*d*) Are your strongest points put in very short paragraphs (of two or three lines each)?

(*e*) Is your talk or letter or circular of the precise length that the particular class of people you are addressing would like—short and crisp for business men, longer and more detailed for the slower-minded? In any case, have you told your whole story with proper emphasis?

(*f*) Is your appeal, whether oral or written, enthusiastic enough? Extreme energy of expression is necessary to make a man feel like ordering in most cases. Seldom does a tame letter or a tame talk do much good.

(*g*) The man who has developed a business part way to complete success knows more about it than any other human being on earth, and he is the one who knows most about the merits of his goods, his competition, and his customers. The outsider who would succeed must cling very closely to the man who really knows the business; he must be merely a mouthpiece. Then when he has perfected his canvass or written his letter, he should be very sensitive in observing whether it seems just right to this man who knows most about the business. The points criticized by that man may not be the right ones, but his uneasiness is pretty sure to indicate that something is wrong which ought to be righted.

PART II

CORRESPONDENCE

THE FORM OF THE LETTER

When a gentleman who is well-drest, neat, and intelligent-looking steps into an office, he is likely at once to be accorded the attention a gentleman should have, and it is favorable attention. If his trousers bag, his collar is dirty, or his hair uncut, he also attracts attention, but it is unfavorable attention, even suspicion and a feeling of contempt. The common herd that are neither good nor bad get little attention of any kind.

The form of a letter makes almost exactly the same impression. It is a matter of art whether it has good margins, a proper proportionate drop from the top, and even arrangement of paragraphs, salutation, etc., and is correct in every little detail of punctuation. A letter which is like the punctiliously drest gentleman commands immediately the attention necessary to get its contents properly read and considered. People give such hasty glances to letters when they are received in large numbers that the first impression is almost the key to first success.

Margins are a matter of art. The top of the letter should not look crowded, but at the same time the mass of the letter should not drop below the center of the page. The date-line should be well up unless the letter-head is a large and heavy one. If the letter is short, the side-margins should be wide, but in typewritten letters never less than an inch on the left and three-quarters of an inch on the right, and paragraph indentations about the same. Pen-written letters may

have less margin and less indentation, say three-quarters of an inch. The best-looking letter has the effect of about the same margin all around except that there may be a little more at the bottom.

Spacing is somewhat a matter of taste, but single-spaced typewritten letters should have a double space between paragraphs and above and below the salutation. Pen-written letters do not need extra spacing.

The date-line should always be placed to the right of the center-line of the page; it should include the full address, street, town, state—as well as the date written and punctuated thus: Nov. 5, 1919. When it is long we abbreviate the month, when short we do not. Omit "th" after 5.

The address of the person written to is usually placed at the top of the letter on the left-hand side, flush with the margin, in not less than two nor more than three lines. The town in the second line may come flush with the margin or be indented as a paragraph, and a third line, if indented at all, should be indented as much more, so as to present a pleasing slope to the right. In social and semi-social business letters the name and address may come at the end, flush with the left-hand margin, and this is usually considered best when the name (as "My dear Mr. Jones") is used in the salutation. The best business usage does not insist on this, however.

The salutation should always come flush with the left-hand margin. It is old-fashioned to indent it. And it should be followed by a comma in social letters usually, and a colon in business letters. The semicolon, still taught in some schools, is absolutely taboo in business practise and the colon and dash, while still widely used, are not considered by careful letter-writers to be as good as the colon alone.

THE NATIONAL CASH REGISTER COMPANY

JOHN H. PATTERSON,
PRES. AND GEN'L MGR.
EDWARD A. DEEDS,
VICE PRES. AND GEN'L MGR.

CABLE ADDRESS
"NACARECO-DAYTON"

DAYTON, OHIO. March 6, 1915.

Mr. Sherwin Cody,

Chicago, Ill.

Dear Mr. Cody:

I have just received your letter of March 4.

I still feel our Dayton people cannot be interested in this at the present time and therefore do not advise attempting it.

Very truly yours,

JMS/LMG

OFFICE MANAGER.

BUSINESS STYLE, MARGINS AND ARRANGEMENT FOR VERY SHORT LETTER

In business letters, "Dear Sir" for single men, "Gentlemen" for companies or firms, and "Dear Madam" for all women are standard and established. The old or English form "Dear Sirs" is out of date, and "Dear Miss" is taboo; but for young girls "Dear Miss Jones," with the name, is used whenever there is any excuse for it.

In social letters or semi-social business letters, "My dear Mr. Jones" is a little more formal than "Dear Mr. Jones," and both are desirable when there is a certain degree of personal acquaintance. In very formal official letters, "Sir" alone may be used, but occasions for it are very, very few.

The body of a letter should begin as a paragraph. The older style of beginning the body of the letter directly under the end of the salutation is rapidly passing out of use. The paragraph indentation should vary from five typewriter spaces to ten according to the size of the letter, but for common letter-writing about eight spaces is most desirable. Pen-written letters have slightly less indentation as a rule, from half to three-quarters of an inch.

The close for a business letter should start just to the left of the center of the page, only the first word should begin with a capital letter, and it should be followed by a comma. "Yours truly" is the commonest formal business close, "Very truly yours" is a degree more cordial, and "Cordially yours" is justified in letters in which a certain intimate personal relationship is suggested, as between a school principal and his prospective pupils. "Sincerely yours" should be reserved for social letters or business letters to actual personal friends, while such a close as "Faithfully yours" has an individual personal touch suitable for a somewhat aggressive professional man for example.

ESTABLISHED 1880 **THE DIAL** TWO DOLLARS A YEAR

A SEMI-MONTHLY JOURNAL OF LITERARY CRITICISM & INFORMATION
PUBLISHED ON THE FIRST AND SIXTEENTH OF EACH MONTH
PUBLICATION OFFICE: 632 SOUTH SHERMAN STREET· CHICAGO

March 6, 1915.

My dear Mr. Cody:

I have been meaning for a long time to write you a note thanking you for the letter you sent the DIAL.

There is no doubt that we have lacked literary solidarity in America. Our people have been absorbed in so many different things that they have not had time to formulate and discuss literary standards: they are still a weltering human mass.

Our country has been rapidly coming into a position of international prominence, and that must bring with it a sense of national dignity and no doubt national literary self-realization.

Most cordially yours,

John Phillips

Sherwin Cody, Esq.,
Lake Bluff, Ill.

PROFESSIONAL STYLE, ARRANGEMENT SUITED TO LONG LETTER

The signature should always be clearly legible unless it is printed on the letter-head. It is a great nuisance to get a letter from a man and not be able to make out his name. Women should place "Miss" or "Mrs." in parentheses before their names in writing to strangers, or sign their personal name and write their husband's name with Mrs. below in parentheses. It is very embarrassing, not to say rude, for a woman to sign initials like a man, or fail to indicate whether she is married or single.

The envelop should have the address in the lower half, well spaced out, the body of it a little to the right of the center, but never crowded up against the right-hand margin. The name, the street, the town, the state should each have a line to itself, with good space between it and the next item. The last item should be an eighth to a quarter of an inch from the bottom of the envelop the first item a trifle above the middle, and the space between equally divided between the items. The ends of the lines, except the last, may have commas or no punctuation. Periods are wrong. If the address is long, it is desirable to put one item in the lower left-hand corner, on the same line as the state (the last line).

The punctuation of a letter is formal and conventional as far as the opening and close are concerned. In the body of a letter the comma is used only when required to make the meaning clear. As a rule, the letters of persons trained on book-rules are over-punctuated. When no confusion will result it is justifiable to omit a comma regardless of a rule. Transposed phrases and clauses when short need not be set off by commas, yet contrast or distinction may always be shown by inserting a comma, regardless of rules. In business letters the essential rules are very few.

Rules for Commas

Rule 1. Words, phrases, and clauses in a true series should be separated by commas, including a comma before "and" preceding the last item (omitting the comma before the "and," tho still common, is not now regarded as the best usage).

Rule 2. Clauses and participial phrases that are merely explanatory are set off by commas, while those which are restrictive are not set off.

Rule 3. Transposed words or clauses are set off by commas, unless short so that no confusion would be likely.

Rule 4. Words or phrases thrown into the sentence are set off by commas.

Rule 5. In compound sentences, a comma should precede the "and" or "or" if the subject of the last part is exprest (a true compound sentence), and should nearly always precede "but," or be used before "and" or "or" when it is followed by some disjunctive word like "also" (if indeed a semicolon is not required). If clauses are short and closely connected, no commas need be used even when required by this rule, and when they are long, and grouping by commas will help easy reading, commas should be inserted even when they would be contrary to the rule.

Rules for Semicolons

Semicolons are used for only three purposes, to separate sentences which are short and closely related; to separate groups of words which are themselves subdivided by commas (as items of goods in an order when there are several descriptive items); and before "but" and other disjunctive words like "and also" in compound sentences when the second part is strongly contrasted.

Rules for Colons

Colons are used only after salutations and words equivalent to "as follows." The dash indicates an abrupt transition, or is used as a mild colon to precede summaries. Other marks do not offer difficulty, but require merely attention to their use.

How to Study Punctuation

With these rules engraved deeply and permanently on the mind, explain each punctuation-mark in the letters in this book.

How to Master the Form of Letters

The best exercise on the form of letters is to copy the model letters through this book till this can be done without error and in handsome artistic form. Ten or a dozen letters of different kinds should be copied.

THE CONVERSATIONAL STYLE IN LETTER-WRITING

Natural and Easy Ways to Begin a Business Letter*

DON'T begin all your letters in the same well-worn, stereotyped fashion, as:

"In reply to your esteemed letter of the 12th inst., we beg to apprise";

"In answer to your letter of the 5th inst., we have the honor to inform you";

"We are in possession of your favor of the 28th Feb., to which we hasten to reply";

"Your esteemed letter of the 16th inst. is duly to hand, in which you advise me to take good note";

"Referring to your esteemed communication of the 16th inst., please send."

YOU WOULDN'T TALK LIKE THAT. Don't write like that.

The Right Way

Begin at once on what you have to say, and acknowledge incidentally the letter you are answering. For example, begin (if the letter contains an order):

"We thank you cordially for the order contained in your letter of the 16th inst., just at hand, but wish to inquire."

If letter asks a favor of some kind, begin:

"We have read yours of the 16th carefully, but can not see our way at present to grant your request"; or,

*The use of capital letters in the text happily illustrates the peculiar intensified emphasis characteristic of "business English."

"We fully appreciate all you say in your letter of the 16th inst., just received, but"; or,

"I should very much like to do what you ask in your letter of the 16th inst., but."

If the letter asks information, begin to give the information at once:

"Yes, we have such a machine as you describe in your letter of January 16th, and are sending you our catalog, in which you will find full description of it on page 000"; or,

"We are sending you our catalog, in which you will find the information you ask for in yours of the 16th—pages 000 and 000"; or,

"It gives us pleasure to quote you on the articles mentioned in your favor of the 16th inst., as follows:" etc.

Natural and Easy Way to Close a Business Letter

DON'T close your letter with a set phrase that your customer will see every time he gets a letter from you, and so know that it means nothing. Business letters are too short to be filled with words that do not mean the most that words can mean.

Don't say:

"Trusting we may have a continuance of your valued patronage, we are, your most obedient servants"; or,

"Soliciting your further orders, we remain, Dear Sir"; or,

"Trusting this will be satisfactory, we are."

Say anything that is natural, friendly, and intelligent, and do not insist on ending your letters with "we are" or "we remain." These are not bad words, but they are greatly overworked. Get variety and intelligent meaning into the ends of your letters.

"Thanking you cordially for your order, we remain," is a standard form that may be used when a mere form is required.

"We shall be very glad if the quotations we have given meet your requirements, and you will favor us with your order. Truly yours."

"If you need anything more in our line, we hope you will remember us. Very truly yours."

"We are anxious to do everything we can for the convenience and accommodation of our customers, and hope you will remember us when you have further orders to place."

"We hope we have succeeded in pleasing you, and trust you will afford us another opportunity of serving you."

If the letter is not one requiring what would correspond to a graceful bow on the part of a salesman taking leave of a customer, simply write "Yours truly," "Yours faithfully," or whatever form seems most appropriate, and sign your letter. The habit of always forcing in some meaningless close is a bad one. Politeness and a pleasant manner are always appreciated, however, if they are genuine. The moment they become "machine-made" they lose their force. Therefore, be genuinely polite in all your letters as well as in your personal dealings.

How to Acquire an Easy Business Style

NEVER USE IN A LETTER WORDS YOU WOULD NOT USE IN CONVERSATION.

They make your letter seem stiff and formal, and prevent your getting into sympathy with the man or woman to whom you are writing.

Words to be avoided are: Same (as a pronoun—the same), herewith, beg, esteemed, apprise, have the honor.

There is a simple method by which you can acquire an easy and natural style in letter-writing.

Imagine that your customer is sitting opposite you. Talk to him in your letter just as you would if he really sat there. Never use a word in writing that you would not use in talking. Plunge at once into what you have to say. Say it naturally and without effort. Be sure you say everything your customer will want to know. When you have said what he will want to hear, stop.

Example

Mr. John Jones,
Pueblo, Colo.

Dear Sir:

Replying to your esteemed favor of the 6th inst., we beg to advise you that at present writing we are out of Merchant brand all-wool socks of the size you mention, but consignment is now en route to us, and we expect to have a full stock not later than the 20th. We are holding your order, and as soon as goods arrive we will give same our prompt attention.

Hoping this will be satisfactory, we remain

Yours faithfully,
The Burley Merchandise Co., Ltd.

A Better Style

Mr. John Jones,
Pueblo, Colo.

Dear Sir:

We are very sorry to say that just at this moment we do not have in stock Merchant brand all-wool socks of the size mentioned in your order of the 6th. We have a

shipment on the way, and expect to receive it in a very few days. As soon as the goods arrive we will fill your order and dispatch it at the earliest possible moment.

We trust you will suffer no inconvenience from the short delay.

Very truly yours,

The Burley Merchandise Co., Ltd.

Very simple notes are often worded in awkward commercial phrases. Stiff formality is especially objectionable when the occasion is unimportant.

Secretary's Letter of Acknowledgment

Dear Madam:

Mr. Jones requests me to acknowledge receipt of the book you were so kind as to leave yesterday, and to state that he hopes to see you soon and thank you in person.

Respectfully yours,

"Requests," "acknowledge receipt," "state" are commercialized words and so to be avoided in a note like this, which should have some grace and literary good manners. Here is a better version:

Dear Madam:

Mr. Jones wishes me to thank you for the book you kindly left yesterday at his office. He was sorry that he was out at the time, but asks me to say that he hopes to see you very soon and thank you in person.

Very truly yours,

Simple Letter Enclosing Check to Pay a Bill

Original:

Gentlemen:

We beg to enclose our check for $134.60 to cover your invoice of July 14th, which we enclose. Please receipt the invoice and return to us at your early convenience, and believe us,

Yours truly,

Changed:

Gentlemen:

We are enclosing our check for $134.60 in payment of the accompanying invoice. Will you kindly acknowledge receipt?

We thank you in advance. Yours truly,

The slight changes in this letter do not amount to much the first time or the second time, but the thousandth time the accumulated impression is vast.

A Letter of Endorsement

Poor:

Dear Sir:

I have received a copy of your book entitled "Business Correspondence," and beg to advise that I have examined it with care. I find it a remarkably practical and useful work, full of common-sense ideas and well fitted to be found on the desk of any correspondent. Permit me to congratulate you on your success in this regard.

Yours truly,

Better:

Dear Sir:

I have been reading your book on "Business Correspondence," and it has interested me more than anything else on this subject that I have seen for a long time. Your suggestions are full of common sense, and I am sure they will really help any correspondent who may apply them to his own work. They have helped me, and I am eager to see anything else on this subject you may write.

Congratulating you, I am Sincerely yours,

Answer to an Inquiry

The following letter is given as a model in a recent book on business letter-writing.

Gentlemen:

In answer to your communication of Dec. 1st, with reference to the character and business stability of a certain firm in this city, would say that upon investigation we find said firm to be financially embarrassed, and utterly devoid of honorable, reliable business principles. We can not recommend you to do business with them.

Very truly yours,

Reserve and restraint should always characterize a letter like this. Greater force often lies in what is left unsaid.

Gentlemen:

On receipt of your letter of Dec. 1st we made investigations, and as a result we do not recommend credit transactions. Yours truly,

The Telegraphic Style

This is poor:

Dear Sir:

I enclose herewith return copy of lease favor J. H. Jones, same having been executed on behalf of this company. Please deliver to owner and acknowledge receipt hereof. Yours truly,

"Herewith" and "hereof" are good words to avoid—especially the latter. What is the objection to a simple, straightforward statement in natural English? The following is shorter as well as simpler:

Dear Sir:

Will you kindly hand to J. H. Jones the enclosed lease, which has been duly executed by the Company, and acknowledge your receipt of it. Yours truly,

Colloquialisms and Slang

Since business letters are written in conversational English, the standard of purity is different from that which applies to literary English.

Slang may be defined as words or phrases which have a touch of vulgarity about them which prohibits their use in writing of any kind, and also in conversation.

Colloquialisms are homely expressions which do not shock the refined ear in conversation, but which are out of place in careful literary compositions.

Colloquialisms may be used in letter-writing if necessary to make the meaning clear and forceful, but slang should be strictly avoided.

AN ILLUSTRATIVE CHAIN OF LETTERS

The Inquiry

Cranford, N. H., March 30, 1919.

Messrs. Jones & Co.,
Boston, Mass.

Gentlemen:

I wish a dress made to order, and write to know what you can do for me. Do you send samples of spring dress-goods? And do you have anything which shows styles and how to take measurements?

Oblige,
(Mrs.) Bertha M. Smith.

The Response

Boston, Mass., April 1, 1919.

Mrs. Bertha M. Smith,
Cranford, N. H.

Dear Madam:

In accordance with your request of March 30, we take pleasure in sending you our spring catalog under sep-

arate cover, including a large variety of sample pieces of summer dress-goods, representing all the latest and prettiest weaves.

We believe that we carry the largest line of high-grade dress-goods in this country, and the name "Jones" is a synonym for excellence at a moderate price. If you will write us more in detail, we shall have the greatest pleasure in assisting you to make a suitable selection.

We trust we may hear from you again in a short time.

Yours very truly,
Jones & Co.,
By S. D.

It is not necessary to be stiff even if you are formal in a business letter. In this letter and the others in this chapter, colloquialisms would be out of place. You can not talk to a strange lady in the same free style you would to an intimate friend.

The Order

April 9, 1919.

Gentlemen:

I have decided to have a dress made of the goods like the enclosed sample, in your style No. 997. I will have it full silk-lined, price $40, exactly as described in the catalog. I have filled out a measurement-blank, and enclose it.

I don't see how I can be quite sure that the dress will fit me unless I have tried it on. I think I may go to Boston the latter part of the month, and if you can have it ready I might try it on then.

Very truly yours,
(Mrs.) Bertha M. Smith.

Acknowledging the Order

Dear Madam: April 11, 1919.

We thank you for your order of April 9 and shall hope to please you in every way in filling it. You will remember, however, that it is stated in our catalog that at least half the price of a made-to-order garment must be paid in advance. We ask this not only of you but of every one, for you can readily understand that this is the only protection we have. While ready-made garments may always be returned and money will be refunded, we can not take back made-to-order garments or exchange them.

We guarantee, however, that we will give you a perfect fit, and that you will find the workmanship and style unexceptionable in every way. If the dress is not made precisely as you order it, your money will be refunded promptly. You will see, therefore, that you, too, are fully protected.

The most convenient way will be for you to send the entire amount in advance. If you wish, however, you may send half, and the other half will be collected when the goods are delivered.

As soon as we hear from you we will begin work at once, and if you are to be in Boston you can call and have the dress fitted in our workrooms.

We hope we may be able to please you.

Yours truly,

Jones & Co.

The Inquiry

Montpelier, Vt., Jan. 10, 1919.

Coventry Supply House,
Coventry, N. Y.

Gentlemen:

I have your catalog, and have looked all through it to find the kind of gun I want, but it does not seem to be

there. All the guns described in the catalog are rifles, and I want a light shotgun—a good gun for little money. Do you have any guns of this kind?

Do you sell furs? My wife wants to use some in making up a jacket. If you do not handle them, can you tell me where I can get them?

I shall be very much obliged if you will let me hear from you immediately.

Very truly yours,
Martin Fisher.

The Response*

Jan. 16, 1919.

Mr. Martin Fisher,
Montpelier, Vt.

Dear Sir:

We suspect from your letter of January 10 that you do not have our regular winter catalog, and take pleasure in sending you a copy under separate cover. Probably the catalog to which you refer is our special catalog of rifles in which no shotguns are described. If you will look on pages 95-96 of the catalog we are sending you, you will find a number of shotguns described and quoted. Some are priced very low indeed, yet we fully guarantee everything we sell, and you may be sure that you will find nothing better of its kind on the market.

We do not handle furs not made up into garments. For the skins we would refer you to Messrs. Back, Becker & Co., Washington Street, Boston. If you ask them for "scraps" and tell them exactly what use your wife wishes to make of them, possibly you can get small

* Observe that the response is full, courteous, and helpful, tho the subject-matter seems unimportant. Heads of houses could not afford to write such letters, but employees at low salaries may easily be trained to do so, and carefully prepared letters may be adapted so as to be used many times.

pieces at a low price which will serve as well as expensive whole skins.

We hope you will look our catalog through carefully at your leisure, for we know you will find many excellent bargains. We carry only new and high-class stock, and permit our customers to return, at our expense, any article they do not find exactly as represented. If at any time you receive any goods that do not please you, tho we have filled your order exactly as you have sent it, still you can return the goods and we will refund your money, less forwarding charges. We are always pleased to answer questions, and will do everything in our power to aid you.

Yours truly,
Coventry Supply House.

Assignment IX

Supposing that we have selected a business which we have studied with care so that we can apply to it the System of Analysis, and have chosen some one item of goods which we understand well enough so that we know what questions customers might ask, let us—

1. Formulate the question orally and then in a letter of inquiry,

2. Answer the question orally, and then in a letter replying to the inquiry,

3. In reply to No. 2 place a conditional order, first stating the order orally and then in the form of a letter,

4. Acknowledge the order in an appreciative way, first orally, then in a letter.

5. We may repeat these four steps in the study of another item of goods, and if necessary a third item, until this interchange of business can be executed with some tact, human feeling, and intelligent sympathy.

II

ORDERING GOODS AND HANDLING INQUIRIES

Two Kinds of Letters—Buying and Selling

In business there are two things—buying and selling. Successful buying consists in knowing what to buy, and the only important thing in buying is to specify everything you want and make it perfectly clear just how you want it.

Buying-letters should be just as brief as possible—they can't be too brief in the mere matter of words if they cover clearly every essential point.

Selling-letters, on the other hand, must be as long as the prospective customer will read—and must display all the fine art and highest skill in letter-writing. It is in these letters that the fine art of business English is displayed, and in which the true art of advertising must be constantly exercised.

Ordering Goods

In ordering goods be sure to—

1. Make a list, or arrange in a column, if there are several items, to avoid confusion,

2. Give sizes, styles, and all other details you possibly can, or clearly explain what you want,

3. State how money is sent, or how you intend to make payment,

4. Indicate whether shipment is to be made by mail, express, or freight. Remember that if goods are to be

sent by mail, money should usually accompany the order, including an allowance for the postage.

The letter can not be too brief, but it must be clear and complete.

A Poor Letter Ordering Goods

Ashford,[1] Feb. 8, 1919.

Whittington & Co.,
New York.[2]

Gentlemen:

Please send as soon as possible Rand-McNally's atlas,[3] a dozen handkerchiefs, five cakes of soap, and some writing-paper and a half a dozen pens. Send as soon as you can,[4] and I will pay on arrival.[5]

Yours truly,
Martha Martin.

1. The address is not sufficient, since the state is omitted. If the town is small, always give the county.

2. Always give the street address when you can.

3. Rand, McNally & Co. publish many atlases at many prices, and it would be impossible to know from this statement what was wanted. There are many grades of handkerchiefs, many brands of soap, and a great variety of paper and pens. Not a single item in this order could be intelligently supplied.

4. This is practically a repetition of the language with which the letter opens.

5. Small consignments of goods are usually not shipped to a distance unless the price is paid in advance. In any case, there should be a clear statement as to just how the goods should be forwarded, whether by mail, express, or freight, unless there is a free wagon-delivery from a large local store.

The Same Letter Properly Written

Ashford, Conn., Feb. 8, 1919.

Messrs. Whittington & Co.,
3 Whitehall St.,
New York City.

Gentlemen:

Please send as soon as possible the following:

1 Rand-McNally's Popular Atlas of the World, $2;

1 doz. ladies' white linen handkerchiefs, the best value you have at about 25c. each;

6 cakes of glycerine soap, 10c. a cake, 6 for 50c.;

A box of ladies' cream note-paper and envelops, rough finish, unruled, about 35c., or any special value you have of this grade.

I enclose money-order for $5, and will ask you to refund any balance in my favor or prepay forwarding charges.

Yours truly,
(Miss) Martha Martin.

Encl. M. O.

Notice in regard to this letter—

1. That while it is not necessary to prefix "Messrs." to a firm name, it bespeaks your culture and education, as well as your courteous disposition, to be careful in these details.

2. When different articles are ordered, each item should be given a line by itself—that is, should be made a paragraph, even if, as in this case, the various items are separated by semicolons and form parts of a single sentence. This is a case in which the sentence includes several paragraphs.

3. Observe that items of this sort should be separated by semicolons, while after the last one you place a period. The semicolon means, in a practical way, "There is more to come," while the period means, "This is the last item."

4. Always describe what you want so fully that you are sure the clerk will know exactly what to send you. Never send an order by mail for something you are yourself in doubt about. It is better to write first for information.

5. Many women have an idea that it is independent to sign initials (so that a stranger receiving a letter does not know whether it comes from a man or a woman), or else the simple given name without Miss or Mrs.; but the only courteous way is to relieve the stranger of the embarrassment of guessing whether you are married or single, and avoid ridiculous blunders by writing Miss or Mrs. before the name in parentheses. Only vulgar people write it without the parentheses.

Answering Inquiries

Before answering any letter be sure that you understand fully all about the subject concerning which you are going to write. If you do not understand clearly every phase of it, make inquiries until you understand.

When you understand the matter yourself, explain everything clearly, point by point, to the customer.

Think of the customer as a little child, and tell him all about first this point, and then the next point, and then the next. Think carefully just what he knows, and just what he would like to find out. Try to put yourself in his place.

A Poor Answer to a Letter Ordering Goods

(Letter-head and date.)

Miss (Mrs.?) Martha Martin,
Ashford, Conn. (?).[1]

Dear Miss[2] or Madam:

We hereby[3] acknowledge receipt of your esteemed[4] order of the 8th inst., which has had our prompt attention.[5] We are unable to ship the goods, however, since you do not state what quality and kind of goods you wish, and make no enclosure of remittance.[6]

If you will supply us with the necessary information as to quality and kind of goods desired, and will remit a sufficient amount, we will give your order immediate attention.

Yours truly,

1. Do not insult a customer even by the hinted criticism of a question-mark.

2. "Dear Madam" is sufficient.

3. Such words as "hereby," "herewith," etc., are usually unnecessary in a letter, and help to give it that forbidding formality which repels and deadens interest.

4. Useless jargon, quite meaningless.

5. How many business letters contain statements of this kind, which really mean nothing, even if they are not untrue!

6. The writer evidently did not know what she wanted, and detailed information should have been supplied.

The Right Answer to This Letter

Martha Martin, (Letter-head and date.)
Ashford, Conn.

Dear Madam:

We have received your order of the 8th, but are

unable to fill it until we find out a little more exactly what you want.

Do you wish Rand-McNally's Popular Atlas of the World, price $2.00? We sell a great many of these.

What price do you wish to pay for handkerchiefs, and do you wish white or colored, ladies' or gentlemen's size?

What brand of soap do you prefer, and what price would you care to pay?

We have ladies' fancy writing-paper, put up 24 sheets and 24 envelops in a box, at 25c. to 50c. a box; also very good note-paper by the pound at 20c., envelops to match 10c. a package.

It will be cheaper for you to send the necessary amount of money in advance, and let us forward by express, you paying the charges when you receive the goods. Of course, we will let you exchange or return any goods you do not like.

As soon as we hear from you we will give your order prompt attention.

Very truly yours,

Notice—

1. That as "Martha Martin" did not write "Miss" or "Mrs." before her name, no title can safely be used.

2. That in selling by mail you must give the smallest order as much attention as the largest. The small buyer may become the big buyer; and besides, the greatest successes have been based on uniform courtesy to all.

3. That the ignorant customer wants suggestion and help—which should be sympathetic, and not officiously obtrusive.

4. That every item spoken of should have a paragraph to itself, and the facts should be stated in perfectly simple language, without any trade terms.

5. That while a letter ordering goods may be as short as you can make it, a letter explaining difficulties must be sufficiently long to cover fully all the details.

A Poor Reply to Letter of Inquiry

(A customer writes to say, "I am thinking of buying a piano. I want something good, and cheap. What would you advise? Have you silver G strings for a violin? I have a pretty good violin, but the G string grates somewhat, and I thought possibly a silver string might be better. What do you charge for Chopin's "Nocturnes?")

Feb. 3, 1919.

Mrs. John Farewell,
Aberdeen, N. Dak.

My dear Madam,

In reply to your esteemed favor, which seems to have no date,[1] we are sending you our complete catalog, in which you will find full particulars of all the styles of pianos, violin-strings, and music which we have, with prices attached.[2] We sincerely hope you will be able to make a suitable selection, and that we may be favored with your valued[3] order at an early date.

Trusting this information may be entirely satisfactory,[4] we beg to remain,[5]

Yours truly,

1. Almost an insult to the customer to remind him that he has not dated his letter.

2. "Attached" is used in a technical commercial sense and might confuse an ignorant person. This reference to prices may just as well be omitted, for the customer in looking over the catalog will find the prices.

3. "Valued" is meaningless here.

4. A word greatly overworked, and having little or no distinct meaning.

5. This last sentence has been inserted merely to fill out and make a close. It is just as well to omit it entirely and write simply, "Yours truly."

The Same Letter Rewritten

The letter quoted above is a very stupid one, and is precisely the kind that is likely to drive a customer away just when relations have been opened and an excellent sale is in prospect. Any salesman who met a customer in a store in this indifferent fashion would be discharged without ceremony.

Blank & Blank, Chicago, Ill., Feb. 3, 1919.

Mrs. John Farewell,
Aberdeen, N. Dak.

Dear Madam:

We are much interested in your letter just received and are sending you our catalog.

About what price did you wish to pay for a piano, and for what sized room did you want it? We have a great variety, and many excellent instruments at astonishingly low prices. If you will kindly tell us just what you had in mind, we shall take great pleasure in advising you to the best of our ability.

Quite possibly a silver string would improve the tone of your violin. We can send you one for $1.00.

We enclose a little folder with prices of standard music which we carry. You will find Chopin's Nocturnes quoted on pages 3, 9, and 12. You will also find them in some of the general collections described on page 2. If you do not find just what you want, write more in detail.

We shall look for another letter from you in a day or two, for we feel sure we can please you, and you can always depend on fair and courteous treatment from us.

Very truly yours,

SELLING LETTERS—WITH THE INQUIRIES THEY ANSWER

The First Inquiry

Mar. 3, 1919.

Messrs. Macy & Co.,
New York, N. Y.

Gentlemen:

I understand you sell men's furnishings by mail. Have you anything that will show fully what you offer? I wish to buy, but should like full information in regard to what I purchase, and also should like to know if I may return anything I do not like.

An early reply will oblige.

Yours truly,
Henry Farley.

Reply to the Inquiry

Mar. 4, 1919.

Dear Sir:

In compliance with your request of yesterday we hasten to send you our complete catalog, in which you will find a detailed description of our entire line of goods.

We make it a rule to protect our customers in every possible way. If goods are not satisfactory, they may be returned at our expense. We also forward C. O. D., with privilege of examination.

We believe that we have the finest goods in our particular line to be found in New York, or anywhere else.

You will find us prompt and courteous, and anxious to do anything we can to serve you. Our salesmen and correspondents are at your disposal, and we shall be glad to give you fuller information at any time if you let us know just what you are looking for.

Trusting we may hear from you again at an early date, and have the honor of filling your orders, we are

Most cordially yours,

The Follow-up Letter

Mar. 16, 1919.

Dear Sir:

About two weeks ago we had an inquiry from you in regard to our line of goods, and wrote you immediately, sending you our catalog. We should be glad to know if the catalog reached you promptly. If it did not come to hand, please let us know and we will send another.

We are confident that we have the best goods in our line to be found in New York, or in any city, and at reasonable prices. You will not find anywhere a house that will extend you more courtesies, or deal by you more fairly, nor will you anywhere get prompter service. We pride ourselves on the promptness with which we fill all orders. Many of them are filled the very day they are received.

May we not hear from you shortly and know in what way me may serve you?

Yours truly,

The Second Inquiry

Mar. 20, 1919.

Gentlemen:

I want a pretty pink and blue cravat for about 50c. I do not care to go higher. I want one that will wear well and look rich. What would you recommend? I

also want some shirts and collars. Can you recommend your 50c. unlaundered shirts for wear? Do you think your 10c. collars are as good as the 25c. ones?*

As soon as I hear from you I will send you an order.

Yours truly,

Henry Farley.

Answer to the Second Inquiry

Mar. 21, 1919.

Dear Sir:

We think we have such a tie as you describe in your letter of yesterday, and if you will send us an order, with as full a description as possible of what you want, we will exercise our best judgment, and believe we can send you something pretty. In any case, you know, it may be returned if you do not like it, and we will make another selection or refund your money.

The fronts of our 50c. unlaundered shirts are rather small, and, of course, the material is not of the finest. We have something at 75c., which you will find described under No. 4786 on page 32 of the catalog, which we can recommend in every possible way, and we believe that you will find this a better bargain than the cheaper shirts, tho they are as good for the money as you will find elsewhere, and, if anything, a little better.

We do not hesitate a moment in recommending our 10c. collars, in quarter sizes. We can fit you perfectly, and you will not be able to tell the difference between these and collars costing double. Remember that you get two of these for one of the others.

We shall hope to receive your order at an early date.

Very truly yours,

* This seems a foolish question, but may have a certain meaning not fully exprest which the correspondent must divine and answer intelligently and politely.

The Order

Mar. 30, 1919.

Gentlemen:

Please send me your neatest pink and blue 50c. cravat, two 75c. unlaundered shirts, and half a dozen of your 10c. collars. I enclose $5, and will ask you to return any balance remaining.

Yours truly,

Henry Farley.

Acknowledging the Order and Asking Information

Mar. 31, 1919.

Dear Sir:

Thank you for your order of yesterday, with remittance of $5. Unfortunately you omitted to give the size of shirts and collars. We would suggest that you send not only the neck-measurement, but the length of sleeve desired. In measuring the sleeve, measure from the seam on the top of the shoulder to the wrist.

As soon as we know the sizes desired we will give your order prompt attention, and you will get the goods within a day or two.

Once more thanking you, we are

Yours truly,

April 3, 1919.

Gentlemen:

My neck measure is 16 inches, and sleeve 33. Kindly send the goods as soon as possible.

Yours truly,

Henry Farley.

A Complaint*

April 5, 1919.

Gentlemen:

I expected to receive to-day at the latest the goods ordered of you March 30, but they have not reached me. Let me know by return mail when I shall get them.

Yours truly,

Henry Farley.

Answer to the Complaint

April 6, 1919.

Dear Sir:

The goods ordered by you March 30, you will remember, we were unable to forward until we had received the sizes given in yours of April 3. It takes about one day for us to select the goods and fill out invoices. These were dispatched yesterday, and notification mailed you. No doubt you have received the goods before this.

We hope you will be pleased with what we have sent you, and that we may be favored with additional orders from you in the future. Yours truly,

Goods Received; Customer Dissatisfied

April 6, 1919.

Gentlemen:

The goods I received from you came this evening. The shirts and collars are all right, but I do not like the cravat at all. I wanted something quiet and sober, and you have sent me a flaring, high-colored thing. I send it back by post, and will ask you to send me another, such as I want. Yours truly,

Henry Farley.

* This complaint is absurd, but requires just as polite an answer as if it were well founded.

A Pleasant Letter of Adjustment

April 7, 1919.

Dear Sir:

We are very sorry to see by your favor of the 6th that the cravat we chose did not please you. We are glad you acted promptly and returned it, and no doubt we shall receive it to-day or to-morrow. As soon as it comes to hand we will choose another that we hope will please you better, and send it at the earliest possible moment.

We are always anxious to please our customers, and you will find us ready at all times to make every possible effort to meet your wishes.

We trust we shall be more fortunate this time in our selection of a cravat.

Very truly yours,

The Customer Impatient

April 10, 1919.

Gentlemen:

A day or two ago I received your letter dated April 7, in which you said you would send me another cravat at once for the one I returned to you. I have not yet received it, and wish you would trace it.

Yours truly,

Henry Farley.

The Company Always Polite

April 11, 1919.

Dear Sir:

We regret to know by your letter of the 10th that the second cravat sent you had not come to hand. It was posted on April 8, but the post-office is often a little slow with parcels of merchandise, and it is our experience that goods sometimes lie a day or two before they go out.

If you do not receive the cravat by the 14th, let us hear from you again, and we will do what we can to trace it.

Hoping, however, that there will be no more delay, and that the article when received will prove satisfactory, we are

Very truly yours,

A Follow-up Letter for a Later Order

July 25, 1919.

Dear Sir:

Some time ago we received a small order from you, which we hope we filled to your satisfaction.

We are mailing to you to-day our new autumn catalog, and ask you to look it over carefully, for we believe we have as fine a line of goods as you will get anywhere, and at most reasonable prices.

You will find us exceptionally prompt, and always courteous. Anything you do not like may be returned at our expense, and we will send you something else in its place, or refund your money. So you see that you take no risk whatever in shopping by mail.

May we not hear from you again soon?

Faithfully yours,

Assignment X. Letter Ordering Goods

The writing of clear, definite, and complete orders is an important thing in every business. In a manufacturing business, raw material must be ordered, and in a mercantile business, orders must be placed to replenish the stock. In this assignment we shall confine ourselves to orders for goods described in the printed matter which we use as our text on that business.

Let us write a letter containing an order for twelve items, being sure that every detail necessary to filling the order has been stated. These letters should be ex-

changed between members of the class and carefully checked over to find omissions or unnecessary words. If defects are found, either the person finding them may write a letter asking for the missing information, or the teacher may require the writing of a second or third letter ordering goods till this work can be done with business-like completeness and accuracy.

Assignment XI. Writing and Answering Inquiries

The class may be divided into two portions. Members of each half may search the printed matter of the business that is studied to find questions which would be fair inquiries, even if they themselves know the answers. Then section one will exchange letters with section two, and they will proceed to answer the inquiries as in a real business house. Some original search and investigation may be necessary to get the answers to the questions. This will lead to a deeper study of the business than had been made, and outside persons familiar with the business will have to be interviewed. These may be any employees in that line of business with whom it is practicable to get in touch.

Assignment XII. Making Sales-Arguments

When the information required by the preceding assignment has been secured and discust so that all the points are understood those receiving the inquiries should answer them with a view to making sales. If the arguments do not seem sufficient, the reply may be an evasive letter making objections; but if it appears to be a successful sales-presentation, a letter containing an order should be written. When orders are not given, a follow-up letter should be written in an attempt to strengthen the sales-appeal.

Assignment XIII. Caring for Delayed Shipments

After orders have been placed, each member of the class should write a letter complaining of delayed shipment, and the other member of the class to whom it is addrest should reply with a tactful, soothing letter calculated to produce patience.

Assignment XIV. Adjusting Complaints

When finally the goods are supposed to have been received, a letter may be written by each member of the two sections to some member of the opposite section making complaint as to the condition of the goods, and a pleasant letter of adjustment should be written in reply.

III

SYSTEM IN HANDLING CORRESPONDENCE

How to Write One Hundred Good Letters a Day

You write one hundred letters a day.
They all seem to be different.
In any large correspondence, the majority of the letters will be routine—that is, on one, two, or three general subjects. They may all have the burden, "Pay up"; they may all say, "Buy my goods"; they may be answers to inquiries on one particular line of goods; they may be answers to complaints about shipments.

Carefully think over the letters of any typical day. Divide them into a few classes. Take up first the largest class. With carbon copies of a day's letters before you, choose a number which are typical of the largest class. Read half a dozen of these aloud in succession; you will be surprized to find how much alike they are.

There is a great likeness; there is a little difference.

The first thing you want to do is to find out the best ways of handling the part that is common to all.

Spend an entire evening studying that type over. Try to think of new, good ways of expressing your meaning. Drop your old hack-phrases and get new, natural ones. Spend several hours in writing one letter in different ways. Choose the best ways—not one, but several. Then take up another letter of the same class, and work on that very slowly. Refer to any good models you may have at hand, to any correspondence you may receive of this kind.

Make one really good letter.

With this good model in your mind you can vary in a multitude of ways in your dictation on the spur of the moment, tho without making any essential or very important change; and if the model is good, the variations can be made correctly tho quickly.

Then take up another class of letters and master that.

But master one kind of letter at a time—take a week for it if necessary. A great deal of time spent in preparation of this kind will save vastly more time in the routine of your work, and you can compose in a few seconds a letter just as good as if you spent a day over it. The chances are, indeed, that when you are once fully prepared, you will write a better letter if you write quickly than if you write slowly.

Forms and How to Use Them Successfully

Demosthenes had a book containing forty or fifty perorations suitable for any occasion.

We find those form-paragraphs used again and again in his greatest orations.

He studied until he found the very best possible way of saying a certain thing, or several good ways, and then he stuck to them.

Form-Sentences

Do not attempt to write form-letters in ordinary correspondence.

Use form-sentences.

Study carefully the easy and natural ways of saying some of the things you have to say often. Find two or three ways of saying the same thing. Improve those forms whenever you can.

Then use them judiciously.

Beware of falling into a rut. Don't use the form

because it is a form and easy; use it because in that form you have found the best possible way of saying what you have to say. That is why Demosthenes used his form-paragraphs.

When to Use a Form-Letter

If you have a large number of inquiries, all just alike, it would be folly to do otherwise than follow the best possible reply that you can devise with the most careful study. Get a form and let the typewriter copy it.

If you have a large number of inquiries all just alike except for the addition of some slight question, begin or end your letter by giving the special information, and in the rest of the letter follow your form.

When you write a circular letter to persons you have never heard from or can not distinguish, divide those persons into classes according to profession, habits, or education and position in the world, and write an entirely separate form-letter for each class, adapting that letter to the class just as carefully as you would to an individual.

When Not to Use Form-Letters

Never use form-letters in writing to persons you know are different, whose letters to you differ ever so slightly, or who will feel somehow that you are putting them in a wide class. The only good form-letter is the one which each reader will think was a carefully planned letter to him alone of all the people in the world.

Learn to Freshen Your Letters

Letters as well as advertising need to be freshened occasionally, and freshened in a radical way. It is not enough that the same customer does not get a particular form-letter twice. If letters are always worded in the

same general style, written on a letter-head that has long been familiar, and carry the same general arguments, they are not going to have their maximum of success.

It is impossible for one man to invent many different styles, and when you want a new style it is advisable to get a new man to do it.

While one letter-head used year in and year out, so that it is an established trade-mark, is a good thing for all routine business, soliciting letters should be sent out on a constantly changing style of paper and printing. Vary the color and quality of the paper, the arrangement and design of the type, and provide a new but characteristic design or cut. The changes need not be great; but the impression of the whole should be fresh.

No mistake could be greater than to abandon a well-composed literary form. Phrases worked out with great difficulty and tested by success should not be discarded without careful consideration. Change is desirable, but it should not be too radical. Indeed, if one has worked out a dozen good ways of putting a thing, those dozen ways may be combined in thousands of styles, and the fresh combination is a fresh letter.

And after one good form has been used till it grows stale and is laid aside, one may often return to it after a time with great success. Every good letter and advertising form should be kept in a file for constant and ready reference, and the good things that have been done should be often reviewed that nothing of value be lost till it is completely exhausted, if that time ever comes. At the same time, a man with brains must be constantly behind every set of forms or they will certainly lose their potency.

When a series of form-letters have been sent out to a list of persons who ought to give good business but have failed to do so, it is well to sit down and dictate to each

person on that list an original letter even if it is not as good as the regulation form. A remark or two may be written by hand at the bottom or the side, and the signature should always be in the handwriting of the dictator, even if a firm name is signed.

Variation in the general appearance of letters may be secured by using different typewriters and sizes of type, and different colors of typewriter ribbons.

But the power behind all these efforts at variation is the restless, resistless, energetic, and determined man. A prize-fighter may receive a blow over the heart and not be affected by it, or a blow over the eye, or in the pit of the stomach; but let him get all those different blows in succession, from a man who takes him wherever he seems to be weak, and after awhile he will succumb. The same is true of the customer. He may not yield to solicitation on this argument, or on that, or on some other; but he may yield on all combined, put forth by a man who is never weary.

It takes energy and hard work to write continually fresh letters. Nothing is harder than originality maintained at high pressure. But it is for work of that kind that a man is paid; and he is usually paid according to the amount of work he does.

System in Freshening Publicity

Even if an enormous amount of advertising and letter-writing is being done, each new advertisement and each new soliciting circular-letter is an experiment. The wise man will have a series of experiments in hand all the time. He will get up a new letter or a new advertisement every week and will put it out where he can test it. He will watch it with the greatest care, continually checking up results. The failures he will drop. The successes he will have in readiness for a new campaign.

He will never go into a large campaign with that which has not been thoroughly tested, any more than a railroad company would build a new bridge with steel that had not been tested because they had built one bridge and found it all right.

If you are promoting business in any way, see that your testing department is always busy.

This form-paragraph system is peculiarly applicable to complaint-letters.

Complaint-Letters

One of the most important kinds of letters in all branches of business is the letter answering complaints made by customers, and this subject may well be enlarged upon and illustrated at some length here.

All such letters should be extremely polite, friendly, and soothing.

A correspondent in the claim-department of a railroad company once said to his manager, "That man makes me so angry I don't know what to do with myself."

"You are paid," said the manager, "to sit and take such irritating letters as his, and act as if you really enjoyed them."

The man who was so irritating said afterward he sent his large business over that line because they were always so good-natured he really had no excuse to take it away.

A Poor Answer to a Letter of Complaint

A customer writes: "More than a month ago I sent you $2 for a set of Smart's books on English. After two weeks I had heard nothing, and wrote to you. In reply to that letter I had one from you saying you would trace the books, and if they were lost you would

send me another set. I have heard nothing since. Now you've got my money, and I have nothing. Unless you either send the books or return my money immediately I shall refer the matter to my lawyer.

(Letter-head) Coventry, Jan. 2, 1919.

Mr. John Roche,
Norwich, Conn.

Dear Sir:

Your letter of the 29th ult. surprizes us somewhat. You must know that sometimes goods go astray, even when the greatest possible care is taken. Besides, our responsibility ends the moment we deliver the goods to the post-office and get our receipt. If you have a friend in the city and he will call, he can see our receipt from the post-office at any time. As a matter of accommodation to our customers, however, we always do what we can to locate goods that go astray, and in case of loss assist in making claim. If you doubt our responsibility or standing, you may write to the Commercial Bank of this city, to whom we refer by permission.

We send you another set of books, however, and would ask you kindly to notify us if the first set turns up later.

Trusting we may be favored with your patronage in the future, we remain

Yours truly,

Barwell & Barton.

However cantankerous a customer may be, whatever mean things he may say, whatever provoking insinuations he may make, no wise business man will allow even the tone of his letter to be affected in the least degree. In writing to that customer he will employ the same terms of warm cordiality, and show the same

sympathetic interest as in the case of a mild complaint from his most intimate personal friend.

Indeed, it is when a customer is irritated that you need to use your utmost powers of soothing sympathy. Nothing is more effective than to say that the writer will give the matter his immediate personal attention, and act precisely as he would if a friend had suffered.

The Same Letter Rewritten

Jan. 2, 1919.

Mr. John Roche,
Norwich, Conn.

Dear Sir:

We are exceedingly sorry and greatly surprized to see by your letter of the 29th ult. that you have not yet received the set of Mr. Smart's books which you ordered so long ago. You certainly have been most patient to wait so long, and we quite understand your feeling in the matter—indeed, we should feel precisely as you do were we in your position.

We trust, however, that you will not hold us responsible in this particular case. The receipt we hold shows that the books were promptly dispatched by parcel-post on receipt of your order. We try to forward the same day the order is received. It sometimes happens that the post-office is remiss, and many shippers hold that their responsibility ceases the moment the goods are turned over to the post-office. We, however, always consider the interests of the customer as our own until he has actually received the goods in good condition, and found them to be entirely satisfactory.

We are sending you to-day another set of books. If the set first dispatched should turn up, we beg that you will notify us and we will forward postage for its return.

Thanking you for your patience and courtesy in this matter, we are

Very truly yours,

Barwell & Barton.

Assignment XIV. Form-Letters

Thinking of the business which we have been analyzing, while we study the Form-Chart for Complaints on page 113, let us first consider one by one whether these paragraphs apply to that business. Such as do not may be checked off. Then for each paragraph let us write from the customer such a letter of complaint as that paragraph might be an answer to, mentioning some specific goods and making the letter complete in every respect. Finally, let us use the paragraph in a complete letter properly answering the complaint. Only one letter under each of the five headings may be written, if that seems desirable.

Form-Chart for Complaints

(May be reproduced by blue-prints)

DELAYED

(*a*) We re gt, te. Will trace shipment and hope 'ou will not suffer too great nn- nce by the ad.

(*b*) Regret inconvenience due to dy, but trust that now goods are received ou an make use of them, and in future we will make ery d, te.

(*c*) Goods are not in th, but we expect shipment every dy. We ope to sip not ar tan ——, but if this is not ti- ty, we ill cancel the order. Very much re- gret the inconveni en, te.

NOT AS D

(*a*) We find that ou r d dy or- s to the invoice sent you. Much regret ods not in ery wy ory, lut will do all we c a, etc.

(*b*) We are ed- ingly sorry to discover that our invoice clerk made so gross an e, but—

1. (If freight-charges are not too gh) if you ill kindly trn at ur e, we ill send the proper ds prepaid or refund money.

2. (If ig- ge is too high) if you ill kindly kp the ogds we shall be glad to refund whatever amount you think i nd e- de. Possibly you an find a purchaser among ur fi, and if so we will py your ls.

DAMAGED

(*a*) If ou will have carrier endorse on bill of l dg condition in ich ods were re- ed, we will make claim upon Railroad Co. on ur behalf.

(*b*) an you not yourself repair the d- g, or find some one in your town who can? We will pay any reasonable bill.

(*c*) If the ods in your possession are of any value whatever to you, we will refund the difference. Or if ty are py d, we will send a new lot or refund the money d.

UNSATISFACTORY

(*a*) We ery gely regret that goo did not me up to ur ex- n, but you must remember that ou an not get a $5 article for $. We tst you can t from the goods the value of the small amount invested.

(*b*) Regret, te. We used our very best judgment, but if you ill trn prepaid we ill try to send you precisely the colors you want.

(*c*) It is our d- le rule that no e- r of ours shall feel unjustly d. If you will trn ods we will refund ey of if distance is too great) we refund with the ant paid, ad beg to make you a present of the goods sent.

AN OT USE

(*a*) Sorry delay as so great as t- r goods usel ss, ut we shall be gld to refund any e ant to te you for our tardiness.

(*b*) We very greatly regret your error in ordering what you uld not s, but if you will return the ods p- aid in od condition we will refund the amount d.

(*c*) We will include in our ext shipment to you some special values in ——, ich we hope will in part compensate you for ——. Pse e- mind us of this e when you send our ext order.

The theory in handling qaints is to se that ery one is d (first of all and oe all), and at the smallest possible expense to the h ou. A chart l ike the above an be prepared and placed in the hands of a subordinate, and so indicate in a moment the exact policy of the house in a large number of s. Each fm-paragraph gs its wn se, and is to be expanded. Each t uses his wn d, and so igs a continually fresh trn to whatever might become too st d.

ILLUSTRATIVE STUDY OF THE GROCERY BUSINESS

(The grocery business is here studied in a way to illustrate how any business may be taken up, and two or three weeks might well be spent on this model by way of practise even if an entirely different business is to be studied. First, we must study one item of goods at a time, the most typical of the business, until we see what questions customers will ask about it, and how those questions should be answered. Then we will take another item, and so on. Each query will first be answered orally, and then in a letter as if it came by mail. Out of the general letter-writing will come circular letters, which in turn will be expanded into booklets or condensed into advertisements.)

Learning to do Business

It is impossible to teach business in general—we must know one business, no matter what, if we are to learn how to apply the general principles of business management.

Success depends on exact knowledge of goods, exact knowledge of customers, and a simple, tactful, energetic, common-sense handling of these business facts. Generalities in business breed vagueness, and vagueness in business is the chief cause of failure. The only way to escape from the degenerating influence of superficial vagueness is to study some one business at first hand—learn business by doing real business if possible, or at any rate studying a real business.

The Grocery Business Open to all

As we all have to eat, every mother of a family must be a buyer of foods, and any school-child can go out and ask his mother the fine points on groceries. No doubt the mother, if set systematically to study the subject, can learn a good deal, too. Then, at every corner there is a grocery store at which students may call and make first-hand observations, and get their questions answered. Any scientific suggestions on advertising which they

may offer ought to be appreciated by the grocer who wants to get the business from his competitors, as any grocer easily can do if he knows how to advertise scientifically, as well as how to buy good groceries at right prices.

Success also depends on studying competition, and the mail-order "Grocery Lists" of Sears, Roebuck & Co. and Montgomery Ward & Co., with which all grocers have to compete, are available for the asking, and these give a complete text on the grocery business, including all the salesmanship that produces a large volume of orders, tho, since it represents the competition, students can not copy a word of it, but nevertheless can see what they must equal and offset by better arguments.

Method of Study

All pupils should provide themselves with mail-order grocery lists, which may be had for the asking on a post-card.

All inquiries of customers should first be answered orally by way of practise on oral salesmanship and preparation for written salesmanship. Parallel models and Exercises for the written salesmanship will be found in the preceding pages of this book.

Supplementary Study of Clothing and Furniture Business

Next to the grocery business, the most open to universal observation are the clothing and furniture businesses, in which the same general principles of merchandising must be applied in a slightly different way.

Systematic Study of Human Nature

Real salesmanship depends on handling different kinds of customers on a basis of thorough understanding of practical business psychology.

The greater part of this work must therefore be devoted to exercises on different methods of appeal to different kinds of people. The lady, the busy business man, the farmer, the reasonable and easy-going customer, the irritable customer—all need to be handled differently, and the pupil needs prolonged practise on adjusting his manner to human nature conditions. Such practise is perhaps the most effective possible preparation for real success in life in every department, whether business, professional, or public.

Training for the Private Secretary on How to Manage a Business

Every stenographer, every bookkeeper, every clerk is an assistant to the general manager, and advancement depends directly on increased knowledge of how to relieve the manager of responsibilities, how to do more and more things that would otherwise have to be done by the manager himself or some one higher up. When the stenographer begins to understand how to manage a business, how to be a little substitute manager, she is made a private secretary, she gets an advance in salary; when the bookkeeper or clerk learns more about managing a business, he is made an assistant manager or a department manager. Salesmanship, advertising, systematizing—are all merely phases of the broad general subject of How to Deal With Human Nature so as to Get Results, How to Manage a Business Efficiently and Economically, How to Succeed.

A Foundation Course for All Business Workers

This systematic study of business in all its phases and branches —of the VITAL ELEMENTS AT THE BOTTOM OF ALL BUSINESS SUCCESS—should be the foundation work of all girls and all boys, all men and all women. It is the real KEY TO SUCCESS IN BUSINESS. Study of the grocery business, the clothing business, the furniture business, is nothing in itself—but knowing something about how to conduct these is the best possible preparation for being a successful doctor or lawyer, for example, a good railway clerk, an efficient government consul, or even a good wife. We offer here the broadest possible training for practical success as an American in any walk of life.

EXERCISE 1.

All pupils should be provided with a grocery list, or printed catalog of groceries, such as may be had from any of the mail-order houses on post-card request.

Subject, SUGAR. What are "granulated," "loaf," "powdered," "brown," "cane," "beet," and "H. & E." (Havemeyer & Elder) sugars?

What kind of sugar is sold at retail at about wholesale cost? Get from the local grocer his price-list of sugars.

What kind of sugar is needed for making jelly? For icing

cake? For coffee or tea? For general table use? For cooking, as making brown bread or fruit-pudding?

After a careful reading of Chapter I, "The Conversational Style in Letter-Writing," open "How to Deal With Human Nature in Business" to page 82, "An Illustrative Chain of Letters," and study out for yourself a plan for dealing with an inquiry from a customer in regard to sugar, considering especially how you would make a difference between an oral reply and a written letter.

EXERCISE 2

The Customer's Inquiry

Addressed to H. E. Harriman, Wideawake Grocery, corner Blank and Blank Streets, your Town and State (fill in actual streets and towns when you write).

What is your lowest price on sugar? Will it make jelly? Is it clear? Have you a powdered sugar free from chalk?

Oral Sales-Talk

Give the salesman full information as you have learned it above and explain that sugar gets dirty because dipt out of a barrel, as it is sold in small quantities, while Mr. Harriman, immediately after opening a barrel, puts all the sugar into dust-proof paper bags in pound, five-pound, ten-pound, and dollar-size bags, so he can absolutely guarantee its cleanliness. The best bargain he can offer is lbs. of best granulated cane-sugar for a dollar With an order for two dollars' worth of other groceries. Freedom from adulteration guaranteed.

Explain this in a pleasant sales-talk, supposing the teacher is the customer who has just entered the store and made the inquiry, and try to effect a sale of a dollar's worth of sugar with a two-dollar order for other groceries. Make the talk as short as possible, yet get in the strongest possible arguments in an easy, conversational tone.

EXERCISE 3

Letter Answering Inquiry

Write the price-list of sugars on a little slip of paper to be enclosed with your letter, and then write a letter in reply to a customer's inquiry as indicated above, making in writing the

same sales-effort to get an order for one dollar's worth of sugar with two dollars' worth of other groceries, without in any way checking a possible purchase of smaller amounts at the list prices.

EXERCISE 4

The Order

The customer would like to order a dollar's worth of sugar at the special price quoted, but does not know what to order in addition.

Oral Sales-Talk

Find out what are the commonest groceries required in all households, and in a pleasant sales-talk suggest to the customer how he may make up the general order amounting to two dollars required to secure the special low price on a dollar's worth of sugar. Get the exact current prices on whatever you suggest, and be sure you suggest only common things every one would be likely to need and about which no special sales-talk might be required.

EXERCISE 5

Letter Acknowledging the Order

Studying the form on page 84 of "How to Deal with Human Nature in Business," write an acknowledgment of the order for a dollar's worth of sugar as indicated above, and suggest a list of common articles, with exact prices, out of which the order for two dollars' worth of other groceries may be made up.

We will suppose deliveries are free and customers have charge-accounts when they write, or pay cash when they come to the store.

EXERCISE 6

A Second Inquiry

A customer wants the finest kind of loaf sugar, in small tablets, a powdered sugar for icing that can be guaranteed, and the best sugar for making fruit-puddings and fruit-cake. Can you guarantee purity?

Oral Sales-Talk

In this case price is not a consideration, but prices should be mentioned incidentally to prevent further inquiries. Explain that the best loaf sugar is "Domino," put up in sanitary paper boxes

at the refinery, but which costs a cent a pound more than ordinary loaf sugar. As it is put up in another state and shipped as interstate commerce it is subject to the United States Pure Food Law. Show on the package the guaranty of purity under this law. Show the original package of powdered sugar, with the same guaranty. Try to convince the customer that he is taking absolutely no chance whatever of getting adulterated goods, but do not make him suspicious by overdoing it. Use a firm, clear statement, and a certain amount of reserve in manner in your sales-talk.

EXERCISE 7

Letter Answering the Second Inquiry

After studying the letters on pages 84, 85, and 86, write a pleasant and complete reply to the preceding inquiry, covering all the points made in the oral sales-talk.

EXERCISE 8

Tea and Coffee

The United States is a great coffee-drinking nation, as England is a great tea-drinking nation, Germany a great beer-drinking nation, and France a great wine-drinking nation. In the United States tea and coffee are usually sold together, but the sales emphasis is on coffee.

Read the article on coffee in any good encyclopedia, and note that most of our coffee comes from Brazil, and little or none from the East Indies or Arabia. "Mocha and Java" is therefore merely a brand name or general descriptive name for a coffee supposed to resemble in flavor what real "Mocha and Java" formerly was. For the most part new brand names now take its place. "Lipton's Coffee" may be had in cans like "Lipton's Tea."

The points on coffee are the plumpness of the berry, the freshness of the roasting, and the care with which the coffee is roasted to just the right point, and, back of all, the age of the coffee (the best coffee having been kept a long time).

Note, also, that even a very cheap coffee will yield a rich coffee flavor if properly made—that is, heated just to or just below the boiling point and kept there for half an hour or so.

It spoils coffee to boil it hard. Coffee is made clear by mixing part of an egg with the ground coffee before the water, which may be either cold or boiling, is poured on. When coffee is left standing on the grounds and then warmed up, it is spoiled. Coffee that is a little over-roasted is disagreeable. Tho coffee is sold in the berry or ground, it is always better to grind the coffee fresh each time just before making.

EXERCISE 9

The Inquiry

I have had a great deal of trouble in getting good coffee. What can you recommend as the very best?

Oral Sales-Talk on the Best Coffee

Find out what canned coffee is most widely used in your locality (perhaps Lipton's), and first call attention to that. Then try to sell your own bulk coffee which you get freshly roasted every other day, telling where it comes from, describing the plumpness of the berries, and stating its age. The price of the two will be the same—perhaps 35 cents.

EXERCISE 10

Letter in Reply to Inquiry

Give the same sales-talk in a letter, as briefly yet as enthusiastically and convincingly as you can.

EXERCISE 11

Letter Ordering Goods

Write a letter placing an order for an assortment of groceries, including two kinds of sugar, some special tea, and some special brand or grade of coffee. Indicate how shipment should be made, how the goods are to be paid for, and precisely where they are to be sent. Study carefully "How to Deal with Human Nature in Business," Chapter II, pages 87, 88, 89, to the middle of page 90.

EXERCISE 12

Replying to an Imperfect Order

If a customer calls at the store you can ask questions and gradually find out what is wanted. Let the teacher play the part of a customer ignorant of what he or she wants, and asking vaguely for "coffee." Let the pupil ask the necessary questions, or make the necessary suggestions to lead the customer to a proper sale.

EXERCISE 13

Reply in a letter to a vague order for five pounds of coffee, a pound of tea, ten pounds of sugar, and enough other groceries to make up five dollar's worth, a five-dollar bill being enclosed. Study carefully "How to Deal with Human Nature in Business," pages 90-94, to top of page 95.

EXERCISE 14

An Inquiry for a Good Grade of Coffee at 20c.

A customer states that he has seen an advertisement of coffee at 20c., and wants to know if it is good coffee.

Oral Sales-Talk

Explain that for advertising purposes the firm has specially selected this coffee, knows it is roasted just right, and guarantees that if it is cooked according to directions it will prove entirely satisfactory. Explain that some people want to pay the highest price for coffee, and that which looks a little plumper, is a little more uniform, or is a little more carefully handled is picked out and sold at the higher price, but if care is used (care that costs nothing) an entirely satisfactory coffee can be had for 20c., especially if it is made strictly according to directions.

EXERCISE 15

Letter to Sell an Advertised 20c. Coffee

Supposing the inquiry in Exercise 14 came by mail, make the explanation suggested in the Oral Sales-Talk and also suggest that to reduce transportation charges it will be advisable to send an order for any other groceries that may be needed, such as (mention common articles always needed).

EXERCISE 16

A Follow-Up Letter

If at the end of ten days no order has been received in reply to the preceding, write a follow-up letter, briefly but sharply emphasizing the sales-points already stated.

EXERCISE 17

Second Letter of Inquiry

In reply to the follow-up letter referred to in the preceding exercise the customer writes to say that he would be willing to try five pounds if Mr. Harriman will give a positive guaranty that it will be satisfactory, and will refund transportation charges both ways in case it is not; and to make up a good shipment he will send an order for flour, salt, canned tomatoes, canned corn, canned beans, and dried apricots, if prices are quoted. Answer this letter, giving the desired guaranty with a second explanation of why the coffee ought to be good, but laying special emphasis on the condition of guaranty that the method of making shall be as directed. Also quote prices on the articles mentioned—actual prices furnished by some grocer or taken from some current price-list. See page 97.

EXERCISE 18

The Order

Write a letter containing the order, specifying how the goods are to be shipped, where, and when, and state how payment will be made. This letter will be from the customer to the house in reply to the offer made in the preceding exercise, and the guaranty on the coffee should be repeated in the order.

EXERCISE 19

Complaint

The customer calls up on the telephone to say that the goods have not been received, and they must come to hand at once or he will withdraw and cancel the order.

Oral Sales-Talk

Explain in a pleasant tone of voice that it takes time to pack up such an order, time to get it on the wagon, which is not always just starting out, and time to deliver it; but undoubtedly it is on the way and will be received in a very short time.

EXERCISE 20

Answering Complaint by Letter

Supposing the same complaint comes by letter, the goods having been sent by express. Explain that the express company calls with its wagon only once a day, the goods went out on the first express call after the order was received, and very likely they will already have come to hand when this letter gets to the customer.

EXERCISE 21

Customer Dissatisfied

A few days later the customer explains that the coffee is no good and wants his money refunded with transportation charges both ways, saying he will send back all the groceries ordered.

Oral Sales-Talk

Supposing the customer calls at the store and makes the complaint, in a very irritated and aggressive tone, begin by asking how the coffee was made, if it was boiled, and if boiled about how long it was boiled. The customer may reply that it was impossible to make coffee on a gas-stove without boiling it hard, and he wouldn't have any coffee that had to be made in an impossible way. In reply to this (which the teacher should put forth as representative of the customer), suggest that on nearly all gas-stoves there is a very small burner with only three tongues of flame, and as soon as the coffee boils up it can be set over this small burner turned quite low and left there for half an hour without boiling. Or an asbestos lid may be placed over an ordinary burner and the gas turned rather low. No doubt on the trial the coffee was over-boiled, a very hard thing to avoid, but a very important thing. Call attention to the fact that fireless cookers will cook anything simply by the heat in the dish which has once come to a boil; and that shows that we do not

need as much heat to cook food or make coffee as we have been in the habit of supposing. Ask the customer if he will not try this suggestion.

EXERCISE 22

Answering a Letter of Complaint

If this complaint comes by letter it will not be possible to ask questions; but supposing you can guess what the trouble is, deftly suggest in your letter what may be done, why it would be a good thing to make another test, and yet reassert that the company will live fully up to its guaranty if necessary.

EXERCISE 23

Study carefully Chapter III on the use of form-sentences and paragraphs.

ReWrite the letters called for in Exercise 3, Exercise 5, and Exercise 7, making the fullest possible use of the following form-sentences to strengthen your work:

"Beet-sugar will not make jelly. There are other objections to it. That is why we do not handle it at all. We supply only the very best granulated cane-sugar, which we buy direct from the refinery."

"Cleanliness is one of the most important points in all grocery buying. You are not intentionally buying a supply of filth and germs dangerous to health. Yet that is just what you get from the grocer who shovels out your sugar from a barrel as you order it, often with dirty hands. Anyway, think of the dust and germs from the air that can not help getting into an open barrel!

REFINERY as a means of advertising our general grocery business. When sugar is selling ordinarily for 6 cents a pound, we sell 20 pounds for a dollar in connection with an order for other groceries amounting to $2 or over. You have to have salt, flour, potatoes, canned corn, canned tomatoes, coffee, tea. Our prices are just as low as you can find anywhere. Just convenience us both by including these necessities in your order for sugar and get that greatest of all food essentials in SANITARY ORIGINAL PACKAGES for less than most grocers pay their jobbers. Won't you do it?''

EXERCISE 24

ReWrite the letters called for in Exercises 10, 15, and 17, using the following paragraphs or sentences Whenever you can strengthen your Work:

''We handle Lipton's Coffee in airtight tin cans at 35 cents a pound, and we feel sure you will find it very satisfactory. Most of our customers prefer our own BEST COFFEE at the same price. It has the advantage of being freshly roasted every other day. That keeps the flavor and especially the aroma at its best. This coffee is picked out by our Mr. Harriman himself. We know that it is at least three years old. Age is required to ripen coffee. Not a bag is accepted which is not uniform and exclusively large, plump berries, showing plainly those little white flower-membrances that always go with a well-developed coffee. No doubt you have noticed them in some good coffee. Most grocers put out as 'best coffee' a mixture that admits more or less inferior berries. Perhaps they allow themselves to be imposed on; but Mr. Harriman refuses to let his customers suffer from his easy-going temper. When he buys and offers for sale the 'best' he insists on having ABSOLUTELY THE BEST.''

''Some people insist on having the best, and are quite willing to pay whatever the best costs, even if a slight superiority doubles the price. Our 20-cent coffee is as good as the average coffee sold in this country, regardless of the price charged. Much coffee called 'best' is no better in the cup. The looks make very little difference to most people, and occasional small or irregular berries do little harm if the coffee is CAREFULLY AND FRESHLY ROASTED EVERY OTHER DAY, and the MAKING IN THE POT IS RIGHT.''

''If you will make your coffee EXACTLY AS WE TELL

YOU TO, we will POSITIVELY GUARANTEE you will get a better coffee-flavor in your morning cup from our 20-cent coffee than you ever have got in the past from a 35-cent coffee. It takes time to make good coffee. The Arabs, those past-masters in coffee-making, will not touch coffee that has not stood over a low fire for three-quarters of an hour. But it is FATAL TO BOIL COFFEE hard.''

''Here is our recipe for making GOOD coffee: Grind medium, not too fine; use a tablespoonful for each cup; mix enough for six cups with a third of a raw egg, right in the bottom of the pot, till you have a paste (this prevents all sign of muddiness); add cold water, measuring carefully with a cup and adding a little less than a cup for the pot; bring to a boil, and then let the coffee stand for at least half an hour as nearly at the boiling-point as possible without boiling. If you use gas, turn the gas very low and stand the pot on an asbestos lid. It takes half an hour to get the flavor from under the inner layer of the coffee-bean.''

IV

HOW TO DEAL WITH HUMAN NATURE BY LETTER

ONE

When to Write a Short Letter and When a Long One

DON'T WRITE EXACTLY THE SAME KIND OF LETTER TO ALL KINDS OF PEOPLE.

Consider: Do you always write a short letter whenever you can?

Do you have a weakness for long letters?

Stop. The first step toward "system in correspondence" is the ability to write a long letter when a long letter is required, and a short one when a short letter is best.

Write a Long Letter to:

A person of leisure;

A woman.

A customer who has asked you a question.

A customer who is angry and needs quieting down, and will be made more angry if you seem to slight him.

A man who is interested, but must be convinced before he will buy your goods.

Write a Short Letter to:

A busy business man.

An indifferent man on whom you want to make a sharp impression.

A person who has written you about a trivial matter for which he cares little.

A man who wants only a record or a piece of information.

A person who needs only the slightest reminder of something he has forgotten or overlooked.

Never write a longer letter than you have good reason to believe will be read all through. A busy business man will never wade through a long explanation.

If the person to whom you write has plenty of time, and wants to hear what you have to say, write as long a letter as your time and brain will permit. Tho a person may write short letters because he finds it hard to write long ones, he likes to get and read long ones that clearly state all the matters he is desirous of knowing.

A woman will usually read through the longest letter, and likes a full explanation.

When a customer writes for special information, it is discourteous to cut him off with a short letter, and the discourtesy is usually felt keenly.

When a customer has become very angry about some real or fancied wrong, and has given a great deal of time to thinking over his troubles, the only hope of keeping his business lies in writing him a long, sympathetic, heart-to-heart, frank talk, conceding all you can, and doing your utmost to get him into a reasonable frame of mind. It will pay for the special effort.

TWO

How to Write a Letter That Will Get Attention

It makes a great deal of difference whether you are writing to a man who knows little or nothing of you, soliciting him to give you his time and attention; or to one who has written to you for information. It is one thing to circularize a list of names, and quite another to get orders from inquiries sent in response to advertising.

When you circularize a list of names, the first letter

sent serves the purpose of the newspaper or magazine advertisement. It must above all get attention, and get it in a very effective way, for circularizing is at least twenty times as costly as general advertising, and the circular is just about as likely to be put in the waste-paper basket as the advertising pages to be turned over without being looked at.

A first soliciting letter must be constructed on precisely the same principles as an advertisement: It must attract attention; it must fix the attention immediately on something that will correspond to a want (alive or dormant) in the reader; it must state clearly and concisely just what you have to offer; it must give some proof; it must indicate the price and the simple and easy way to get the thing offered.

The great danger is that you will say too much. A first letter should be no longer than a fair advertisement.

Attention should be attracted by color of paper, oddity of envelop, a beautiful picture, especial neatness, high-priced stationery, or the like. These things take the place of display in advertising.

The attention should be fixt by some strong, direct, personal appeal to some known want. For example: "Can you spell? I have the only home-study spelling-book ever published, and it gives results—which I dare say is true of nothing else you ever tried in this line."

There is nothing like frankness in explaining your method, and just how your medicine or your machine or your plan of instruction works. This should be done briefly, but very pointedly.

While testimonials are generally enclosed on a separate sheet, the strongest indorsement you have, if it exactly fits your customer, should be given in the letter; or you may make some general indorsing statement, calling attention to testimonials.

Finally, state clearly just what you want your customer to do, and arrange everything conveniently and to his hand, even to providing a blank and saying, "Sign here." There is nothing like making things easy.

Circular Letter Soliciting Advertising

(Letter-head Collier's Weekly)

December 31, 1903.

Dear Sir:

Under separate cover I send you a Remington art calendar, the first of a series for 1904. Remington's work will appear exclusively in Collier's hereafter. Please accept the calendar with my best wishes for the new year. It is gratifying, in looking back over 1903, to note the progress Collier's has made. In the first place, Sherlock Holmes has developed a great following. Winston Churchill, the author of "The Crisis" and "Richard Carvel," has been secured, serially, for Collier's—something no publisher ever accomplished before.

Charles Dana Gibson, America's leading artist, draws exclusively for Collier's and one other publication.

Collier's cameras and Collier's correspondents have been on the spot where world-history was making.

The great men in public life have written for Collier's of events they themselves are making.

An editorial page unsurpassed in its scope and wholesomeness has given Collier's readers a comprehensive view of the best thought on all subjects the active man of affairs desires.

Our advertising summaries show a total approximating 400,000 lines for the year. This is a 20 per cent. increase over last year's business. It is another step in

May 1904 be a year filled with success for your business!

With best wishes, I am

Very truly yours,

Condé Nast.

Notes

Perhaps the most difficult subject on which to write a circular letter that will get attention is advertisement soliciting. I get three or four such letters every day. I glance at them and throw them in the waste-paper basket. One never thinks of answering a circular soliciting letter. I have only a certain amount of money to spend on advertising, and I have made up my mind pretty well where I wish to place it. Now and then a canvasser comes into my office and persuades me into something, but the above is the only letter soliciting advertising to which I ever gave my interested attention. It was an imitation of typewriting, on good linen paper, with a neat, simple head printed in green ink. The letter was in green type. The effect was odd, but pleasing. The calendar came at the same time, and was worth having. That gift got my attention.

So I read the letter. I was interested in what had been done. The figures seemed to carry some proof with them. When I finished I should have been willing to do something for that man. But he hadn't asked me to do anything, and his letter did not really convince me that I should place my advertising in his medium. I should have listened with interest to any argument he might have presented.

This letter was very effective in getting attention, and in setting forth how the periodical was reaching its readers; and it offered some proof of advertising value

in the number of lines printed during the year just passed; but I think it should have done more then and there. Had I been writing that letter I should have enclosed a postal card asking what advertising was contemplated for the year to come, and what classes of people it was especially desired to reach, also what space would most generally be used. With that information, an advertising manager might bring special proof of results secured by others in that line, and also proof that the periodical went to the class of people the advertiser wished to reach. It would have been well, indeed, to give in the letter itself at least a line in regard to the class of people who read Collier's.

Most good advertising matter wins on some one or two strong points; but if it could be strong on all points it would win more.

THREE

How to Write a Letter that Will Develop Interest

Whatever a first letter does, it must get the attention of the receiver—it must make a favorable impression. As the letter must be brief, the interest may not be very deep. The susceptible customer will respond at once; the less susceptible customer will need to have his interest developed.

The second letter should be just like the first, only longer, stronger, more detailed. Try to develop the want and make it alive by showing the customer just how much better off he would be if he had the thing. Then tell once more, and more in detail just how your appliance or scheme works, just what it is. If you have three good indorsements in the first letter, give six or seven in the second. Once more enclose blanks and point out every step necessary to be taken, including "Sign here."

Many people are indolent, and much business is lost by making the process of getting a thing too long or hard. The ideal way would be to reduce the necessary effort to that of signing one's name to a postal card and dropping the card in a letter-box. The thing is to get a man to decide while he feels like it.

Often it is a good thing to give some inducement for immediate decision—a slightly lower price, easier payment, or some small premium. If these are not practicable, an argument for immediate action may be introduced, as in the case of soliciting life insurance. It is said that almost any man you meet on the street will say he believes in insurance, and is going to take some out next month, or next year, or "later." The thing is to make him decide now.

Great care should always be taken never to enclose too much in a circular letter. Only one thing at a time, and not too much of that! Your letter the first time may be note-paper size, typewritten, double-spaced, one note page and a few lines on another. The indorsements may be printed on the lower half of the second page, where they can not be missed. Three or four good ones are enough. A booklet describing more in detail how the thing works, or the story of its development, may be enclosed for those who have leisure for, and want more reading-matter.

The second letter may be single-spaced full letter-size, with twice as many testimonials. It should be the very strongest argument you can possibly make. Your motto in this letter should be "Now or never."

Letters to Get Life Insurance Business

One of the most successful life insurance agents I know recently sent me a couple of letters which appear to me to meet the two main objections more squarely and

successfully than any letters I ever saw before, and I have seen a large number. The first is devoted to the questions of delay—putting the matter off. It sets a date—May 30. Pass that date, and your neglect costs you $190.

Here is the letter.

Dear Sir:

I desire to call your attention to the fact that in life insurance the rate is always figured at the nearest age, that is, you will be rated at your present age until six months after your birthday; therefore, if my record is correct, your age changes on May 30, increasing the cost of $10,000 insurance $8 for every year during the continuance of the policy, which aggregates with 5 per cent. interest for the period named, $190.

This increased cost can be saved by taking the insurance NOW, or before you are rated one year older.

If you are contemplating taking any insurance, you, of course, do not care to pay more than is necessary when you can secure it at a less price by acting now.

I enclose herewith statistical statement on the above policy.

Yours truly,

The second great objection to meet is, "Can't afford it!" To meet this, offer the cheapest thing in life insurance that is to be had. When a man says he can not afford it he is usually thinking of a high-priced policy. If he were confronted with an offer of life insurance at "fire insurance rates," he would probably be startled, and the objection of cost would be overcome as far as it could be. Here is a letter accompanying a statement in which $10,000 insurance is offered for $115. The clever argumentative comparison to fire insurance would catch many a business man, for most

business men would be horrified at the idea of failing to carry fire insurance on their buildings and stock.

This is the letter:

Dear Sir:

Term Life Insurance is now written at practically the same proportionate cost as is Fire Insurance.

You would never permit a valuable building to go uninsured against loss by fire. Why should you insure the PROPERTY which is the product of your life-work, and let the LIFE that produces the property go uninsured? In event of a fire, there is likely to be a partial loss, while your death must be a total, irreparable loss to your family.

I take the liberty of enclosing herewith a statement for a Convertible Term Policy which I know will prove of interest to you, as it has these great advantages:

1. It gives you excellent protection at the very lowest premium.

2. It grants you the option of exchanging the policy at any time for any other contract issued by the Company without medical examination.

3. It enables you to exchange this policy within the next five or seven years and secure the benefit of your present age and lower rate, giving you the choice of any other policy written by the Company upon your paying the back difference in premiums with interest.

4. It gives you insurance temporarily while you are deciding what permanent contract suits you best.

5. It secures approval of the risk now, while, if delayed, you might not be able to pass examination.

The policy has the very important feature of being paid in an annual income to your beneficiary for a certain number of years, if you so desire.

I should be pleased to make an appointment at any

time convenient to you, and discuss this matter more in detail.

Yours truly,

I believe that if insurance men would concentrate upon these two points, and persistently follow out this course of hammering away on the added cost of every year, figuring it out in cash, and also persistently keep low-priced insurance to the fore till there is an opportunity to talk the higher-priced—they would win inevitably over the men who spread themselves over the whole subject.

There is another point on which I wish to give a word, however. The endowment is a favorite policy, but I never saw a statement which showed me just what I could expect to get. Most men are a little slow at figures. A calculation balks them. Everything should be figured out so that it can be seen at a glance, and no calculations, even the most simple, should be required of the reader. Make a little table.

FOUR

How to Write a Letter That Will Compel an Answer

Many business men (most business men, in fact) are afraid to say anything irritating to a possible customer for fear they will frighten that customer away. But scientific irritation is often one of the most useful things in the world. There is a large class of men that will remain deaf to all your arguments, all your testimonials, all your persistent hammering, but will respond to judicious irritation. I found that out when I was reviewing books and wrote to publishers for review copies. It was a kind of advertisement soliciting. Often my earnest requests were ignored, but very seldom my

irritating letters; and I learned to write them so that I almost never got a refusal. The publisher was slightly annoyed; but he did what I wanted him to do.

Next to the irritating method of getting an answer is that of good-humored persistence, or frank appeal for courtesy from man to man.

The irritating type: "Dear Sir: Will you be courteous enough to mark the enclosed post-card and return it. When one man addresses another, even tho unsolicited, innate courtesy would prompt an answer.

"To give this answer honestly will require but a small effort on your part, and I ask you as a personal favor to me to grant this courtesy."

The postal card with this letter, self-addrest of course, may contain exactly the questions you would like answered, as for example,

"Are you in the least degree interested in———?" "Have you had time to read any of the matter sent you?" "If you are not now in a position to take this matter up, are you likely to be at any time in the future?" "When, approximately, would you like another copy of any of the circulars sent you?" "Would you like more evidence that we have exactly the thing for you?" "Do you prefer not to be troubled further in this matter?"

The postal card may be arranged to be checked, with blank dotted lines, and the man's name may even be written at the bottom of it, so all he has to do is to check.

It is important to know when to stop writing to a possible customer, and in the majority of cases about the third letter is the time to find out. Only those who indicate continuing interest should be followed up. It will usually be cheaper to drop the dead ones and look for a new and fresher list. In many cases the money

will be much better spent in direct advertising, where new inquirers will respond with fresh enthusiasm.

Letters to Compel an Answer

A poor letter:

In writing an irritating letter to compel an answer it is important that the greatest care be taken not to be discourteous or give any real ground for offense. The following letter was written by an amateur who overdid the matter, and succeeded in making an enemy:

Dear Sir:

There are two kinds of men who consider my proposition—the wide-awake kind and the slow kind. The wide-awake man may have reasons for not closing with my offer; but if he does he knows what they are and states them frankly and courteously.

I have written you several times, and it would be only courteous in you to let me know whether you have received my letters, and if they have interested you. I enclose a post-card, and I appeal to you as a gentleman to take a few seconds to write upon it your feelings on the subject I have been presenting.

Truly yours,

One post-card came back with the inscription, "My feeling is that you are an ass." The reference to wide-awake and slow kinds of men was a mistake.

A better method:

A simple device for compelling an answer and one which has been proved to work more often than any other is to write a personal letter stating your case briefly and making a simple, courteous, inoffensive inquiry concerning what you want to know. Coming at the end of a series of soliciting letters, such a letter as this is not likely to bring an answer. When sufficient

time has elapsed (ten days or two weeks) enclose a copy of this letter with the following:

Dear Sir:

I enclose a copy of a letter which I sent you two weeks ago. I shall be greatly indebted to you if you will have the courtesy to reply at your early convenience.

Very truly yours,

This contains just the right amount of irritation not to offend, not the least part of which is the device of enclosing copy of the letter previously sent.

Here is a letter that might be used in some cases:

Dear Sir:

I have written you a number of times in regard to a matter that is very near my heart. I should like to interest you in what I have to offer. I have now said, however, all I can say, and do not wish to trouble you further if it is useless to do so.

As a gentleman, appealing to a gentleman, I want to ask the courtesy of a line from you on the enclosed postcard stating whether or not it is worth while to address you again. If you reply, I shall certainly appreciate your consideration.

Truly yours,

A letter of this kind should not be longer.

Another form:

Dear Sir:

I have written you three times but have not had the courtesy of a reply to any of these letters.

I admit that I wrote unsolicited, and that you were not under obligation to reply except as your personal interest or your sense of courtesy might prompt.

I trust that this "personal interest" or "sense of

courtesy'' will prompt you to use the enclosed post-card to give me a brief answer to at least one of the questions.

Yours truly,

The card might read:

Have you any interest in the subject of ——?

Do you believe that I have anything of value to offer you?

May I expect to hear from you later? When?

Just what would you like if you were able to find it?

FIVE

How to Do Business With a Reasonable Customer

It is so easy to get along with a reasonable customer that there is danger that he will be badly treated. He is given the worst selection of goods because all the best have been picked out for the chronic kickers; little attention is paid to explaining things to him, because it is known that he will understand all the circumstances when they are explained. He is sympathetic and sees your point of view at once. Being sympathetic is, indeed, a sort of weakness of his, and you naturally take advantage of him.

The result is that some day your reasonable customer betakes himself elsewhere, and while he answers all your letters politely, you never find out just why he transferred his trade to some one else.

Here are a few rules for guidance in dealing with a reasonable customer so as to keep him as a permanent asset of the house, for the reasonable customer rightly treated is as good as a dividend on the stock any day, and not only a dividend for this year, but for next, and so on indefinitely.

Never let the smallest matter go unexplained. An ap-

pearance of being arbitrary is most destructive of business. If you are slow in replying to a letter, even, explain briefly what has caused the delay. If you can not get an order out just when promised, write in advance of any complaint and tell just why, and just what may be expected.

Never argue. State your case fully and clearly, and if your customer is not convinced, turn squarely about and try to arrange some plan that will be satisfactory to him. The reasonable customer wants to get matters settled as quickly as possible, and nothing is so sure to drive him away as dragging things out tediously.

Be frank. State your position in regard to a rise in prices, for instance, or refusal to handle certain goods, or the like, and let the customer come to appreciate your view. As a reasonable man he will do so in time if you are right.

It is quite a mistake to allow your attention to be drawn away from the reasonable customer to attend to the complaining or difficult one. Business is done with the reasonable customer. He is the one to concentrate on. Then do the best you can with the others.

A System to Keep Reasonable Customers Satisfied

The great trouble with the easy and reasonable customer is that he never makes any complaint, and you don't know but that he is perfectly satisfied till one day you find he is no longer on your books. Then you wonder what in the world has happened to him.

The majority of one's customers are likely to be of the reasonable kind, and it is on them that your income chiefly depends. It is very important, therefore, that you have a system that will automatically attend to complaints which are never reduced to writing, but are just

as real even if they exist only in the minds of the customers.

Every correspondent should observe these rules:

1. Answer every inquiry fully, however trifling; explain fully everything that may seem arbitrary or peculiar, however slight it may be. The man who neglects trifles because they are trifles, is a fool, since the biggest orders are given because the smallest ones have been so well cared for. Look on every small order as a test, an experiment, which may lead to the largest—at any rate to a large total in a year.

2. Always explain delays. If for any reason whatever, even if the fault is not your own but your customer's, a delay occurs, write and explain it. If it continnes for ten days or more, write at the end of ten days and report progress. Nothing is so irritating as seeming negligence; nothing so pleasing as unsolicited attention.

3. Whenever you can, call the attention of your reasonable customer to some special bargain or quality or the like. Usually these favors are reserved for the difficult customer; but it will pay just as well to give them to the reasonable customer—probably it will pay better.

Being attentive is largely a habit and a custom. If this habit, if this custom, is established in a business house, it will probably be found that the foundation has been laid for a great and permanent business. This habit of attention to customers applies especially to business done by mail. The mail-order customer is at a distance and there is nothing to remind you how he feels. You must go by faith. The only thing that will keep you up to the mark is a habit that applies to every one and is always in force.

These attentive letters are very simple and easy to write, and no particular models or examples will help

to make them any clearer. They need not be long, unless length is necessary to explain fully what you have to say. The essentials are simply that they be filled with the spirit of courtesy, and that you do by others as you would that others should do by you. The Golden Rule of religion is also the Golden Rule of business.

Here are a few simple examples:

Dear Sir:

We are sorry to say that we are entirely out of the style of sideboard you have ordered, and we learn from the factory that they have none on hand ready for immediate shipment. A new lot will be ready in about ten days, and if we do not hear from you we shall forward the sideboard you wish as soon as it is ready. If you prefer, we might give you something a little different; or if delay would inconvenience you we will return your money. We trust, however, that it will be satisfactory to you if we ship in about ten days.

Very truly yours,

Dear Sir:

We were positively assured by the factory that the sideboard you ordered would be shipped to-day. We have reason to believe, however, that there may be a delay of another day or two. We are doing everything we can to push the matter on.

Very truly yours,

Dear Sir:

We are pleased to inform you that the sideboard was shipped yesterday. We have asked the factory to follow it with a tracer, to prevent unnecessary delay in transit.

Very truly yours,

SIX

How to Do Business With an Irritable Customer

Irritable people are usually aware of it. It is more often than otherwise a physical matter—ill-health or a nervous disposition. The irritability means little or nothing. It is simply something that must be borne.

Now the average man is irritated by irritation. He can not stand fussing and fuming all the time; he dislikes a scold. He therefore scolds back, or shows his irritation in the words he uses.

Many an irritable customer can be made a permanent friend by simply treating him all the time in a polite, easy, friendly manner, never showing the slightest offense at any exhibition of irritation, but rather being obsequiously polite at all times. As I have said, the irritable person usually knows he is irritable, and he is grateful to one who ignores it and treats him as tho he were the best-natured man in the world. And such gratitude often leads such persons to extremes of business devotion.

Controlling one's temper in letters is largely a matter of habit. Many people only half do it. They try to do it, but allow a lot of nasty little digs to creep in. The tone of their letters is in that case more disagreeable than if they were frankly offensive.

In a business house the irritable customers should be picked out and given to the correspondent who is constitutionally good-natured, and has learned the wonderful art of being professionally polite and sympathetic. Such a person should the complaint-correspondent always be. No letter with even a slightly disagreeable tone should ever be allowed to pass; but when a customer is irritated, sympathetic good nature should

especially abound. A sense of humor, too, is invaluable; but much discretion must be used if banter is indulged in, for we must remember that the average person is too stupid to comprehend it.

Good humor in letter-writing is something that can be learned and practised just as much as anything; and there is perhaps nothing that a firm can so well afford to pay for as this. The correspondent should reflect that this is an element worth money, and that he gets his salary in part for displaying it. When he has mastered it he has a right to ask for a raise.

Nagging Letters and How to Handle Them

A customer who is always complaining and nagging writes as follows:

I return your invoice for $165 for a page advertisement in your magazine, and also a copy of the advertisement, in which I have marked half a dozen errors which I corrected in the proof, but to which you paid no attention. You make me say, like an idiot, "common," when I wrote "uncommon," and "then," when I wrote "when." I do not choose to pay $165 to be made a fool of, and I decline to pay on the ground that I did not order the advertisement as it appeared. Please write it off your books.

Yours truly,

A poor reply:

Dear Sir:

We have your letter of the —th, and have read it with a good deal of surprize. Don't you think $165 a rather large price to charge us for a couple of minor typographical errors, which were perfectly obvious to even the most casual reader as errors? If we are obliged to take this bill into court to collect it, don't you imagine

that the impression that you are a fool would be intensified rather than lessened? We are willing to make a reasonable allowance for the annoyance caused you by the errors; but we can not admit that the value of the advertisement was seriously injured by them.

If you wish to secure the cash discount on this invoice, payment must be made before the 10th of the month.

Very truly yours,

After a letter like the above, your irritable customer would die rather than pay the bill.

A better reply:

Dear Sir:

We thank you cordially for calling our attention to the two gross errors in your advertisement. We have been trying to trace the responsibility for the neglect in taking notice of your proof-corrections, and we assure you we shall make every effort in our power to avoid such a thing in the future. We know how annoying errors are, even if they do not destroy the business value of the advertisement. In this case, most fortunately, the ordinary reader could hardly help perceiving that something was wrong, and making due allowance for it.

Suppose we give you an extra quarter page in our next issue? While we feel sure you will get just as many answers to this advertisement as if it had been all right, still we heartily appreciate the annoyance the matter has caused you, and we wish to make what recompense we can. Accordingly we enclose a credit for the extra quarter page next month, and trust you will find it advantageous to continue your full page.

With deep regret,

Yours very truly,

The invoice should not be enclosed in this letter, but should be returned in a separate envelop by a later mail. The sight of it before the letter has had a chance to do its work might rouse him again. The chances are that nothing further would be heard of the matter and the account would be duly paid. The dispute is thus nipped in the bud and settled before it has had a chance to grow into a sore. Some business houses would neglect the matter and let it run along till several hundred dollars' worth of business had been killed because a settlement had not been reached. Delay in matters relating to money is nearly always fatal.

SEVEN

How to Do Business With a Woman

An enormous amount of business is done with women, or on account of women; and yet the average man knows less about dealing with a woman than about any other item in the list.

Much depends on the class of women one is trying to reach; but the following suggestions apply to the average woman:

Always be scrupulously, formally polite to women. The formally polite manner is the one that has most influence with them. They prefer, too, to receive letters in "smart" envelops, on rich-looking paper, with the social air about them. Women believe in dress, and stationery is the dress of a letter. Business men, as a rule, prefer plain, simple good taste in stationery, and rather suspect anything with an air of smartness.

A few polite phrases should always be put into a letter which goes to a woman; but the facts should be stated very simply and plainly, without argument.

Reasons, explanations, arguments are not for women; or if an explanation is required, it is best to cloak it in polite phrases and make it in the nature of an apology and a promise that the same thing will not happen again.

When a matter of business is opened with a woman, it should be prest to a conclusion as quickly as possible lest she change her mind, but if her answer is "no," it is often possible ten days later to bring it all up afresh, in a new light, and have it decided over again and possibly in your favor. The great thing is to do it in a fresh way, and lightly, so as not to be boring.

Thousands of women are frightened away when they are forced to a point. Things must be laid before them and they must be left apparently utterly free to do as they like. It is often useful to praise or recommend a little the course you do not want them to pursue, lest they think you are all on one side and go to the other extreme through suspicion.

It invariably takes a good deal of time to do business with a woman; but you can not drop a matter and suppose that any progress will be made while you are attending to something else.

Never be surprized if you do not get a reply from a woman. She always expects a man to write two letters to her one.

The Deference Due to Woman

Probably more than half the business done in this country is done for women, or at the instance of women, or in some way because women wish it, even when they do not appear in the transaction in any way. The money expended for the home, for clothes, and for food, all passes through the hands of women and their desires

turn the current in this direction or the other. If the advertiser and correspondent could only find out what would influence the women, and would exercise the influence, the results would certainly be well worth the greatest effort.

It is my observation that women are largely influenced by what everybody believes, by the sentiment in regard to an article that pervades the air. The first time a thing is announced, a woman is not likely to jump at it. She wants to wait and see if anybody else is going to get it. When she begins to feel that all the world is after it, she will join in the rush. The individual woman, too, is peculiarly susceptible to the repeated appeal, if it is light, fresh, and tantalizing rather than boringly persistent.

A woman is also particularly susceptible to offers of something for nothing. Some offer that requires nothing more than the expenditure of a post-card is the best means of getting into correspondence with a woman; and then she is to be led on step by step.

Again, the appeal to women must be almost entirely through the senses or the emotions. Dainty colors, graceful shapes, clever suggestions for the pleasure of herself or friends, and above all lightness of touch in dealing with the matter, and the absence of eagerness to make a sale, are points to consider and cultivate.

Letter to sell wall-paper:

Dear Madam:

Permit me to suggest a little scheme for the decoration of your drawing-room. It is but one of many that we could execute at very small cost, and if you do not like it, we should consider it a kindness if you would criticize it freely and permit us to modify it to meet your ideas.

Your furniture, you say, is for the most part reddish

mahogany, and you have several south windows affording plenty of light. Why should you not paper the walls with a rich wine-colored tapestry paper—a simple tulip pattern in broad stripes rising to the ceiling and terminating at the top like interior oriental columns? The molding should be quite in the corner. We have recently furnished a room for one of the great houses in this style and color, only of course in real silk tapestry. But the paper looks so much like the silk at a distance that you could not tell the two apart.

Then you might have fish-net curtains falling straight to the sill, with little green silkoline hangings at either side. Curtains to the sill only are all the rage just now.

The whole is very inexpensive. The curtains would not cost more than a dollar a window, and we could furnish the paper for only 40c. a roll, an exact imitation of the paper we are putting into another great house that costs $8.00 a roll. We are selling it at this price as a special leader this season.

If you do not like this plan, we have a number of other good schemes which we should be pleased to offer you.

If you wish this particular pattern, however, we would advise you to order at once, as it will not last long at the low price we are putting upon it. We sold four hundred rolls of it yesterday, and what is left is not likely to last long.

We have some very pretty French bedroom-papers that are great bargains at 20 cents a roll.

Hoping that we may be fortunate enough to please you, and placing our best services and our entire stock at your disposal, we remain

Very truly yours,

Many women have tastes for that for which they are quite unable to pay, and they dislike to ask for any-

thing cheap. It is therefore always well to offer something quite cheap, while talking of things that are expensive, saying a good word also for the cheap article. A woman will always buy the most expensive thing she can afford, and there is little danger of spoiling a sale for that which is high-priced by offering the low-priced, and a sale may thus be obtained.

How to Write to a Lady on a Delicate Matter

Embarrassing situations frequently arise in which men feel wholly at a loss as to how a delicate matter should be discust with a woman. For example, suppose a young lady in your employ shows a tendency to be frivolous and to neglect her work, and you wish to call her mother's attention to the matter. It is probable that if you tell the mother she will tell the girl, who will be furious with you, and you may stir up no end of discord in your office. Or perhaps among your employees some woman becomes rebellious and proceeds, as women are capable of doing, to make all kinds of trouble. How shall you deal with such a person?

In the first place, these occasions are unpleasant in the extreme, and there is no way of avoiding the unpleasantness. But the best thing to do is to face the situation at once and be perfectly frank. A woman may be looked on as a child. Treat her with consideration, but with firm authority. Write to her fully once, and then let her alone. Often by firmness and frankness a trying situation may be wholly dissipated, and a rebellious woman transformed into the most loyal and hard-working servant. Let her have her way unrestrained, and there is no telling where the trouble will end.

The majority of women are easily frightened, however, and it is an art to broach a difficult matter delicately enough.

On other occasions delicate or squeamish subjects are to be dealt with in writing to a lady who is a stranger or a mere business acquaintance, and it seems almost impossible to find a suitable way to present the matter. It is a fact, however, that almost any subject can be treated with almost any person without giving offense if it is done in the right way. To find this right way is a very difficult matter, but it can be found by effort. A letter of this kind may be rewritten a number of times, each phrase weighed and slightly modified, and the whole tone changed by the change of a word. If a letter of this kind does not seem right, patiently hunt out the word or phrase in which the fault lies. Often a single word may cause the offense, tho it seems as if the whole composition were wrong. Consider carefully the atmosphere surrounding each word, and the side suggestion with which it may be weighted.

And in conclusion let me say that the secret of the control of every situation lies in one's own self-control.

Delicate Letters

My dear Mrs. Blank:

You will probably be surprized to have this letter from me, but there is a little matter in connection with your daughter which I thought you would be glad to have me bring to your attention, and I am taking the liberty to write to you about it as a friend might. Miss Blank has been such a familiar figure in our office and we have liked her so much that we regard her as one of our business family.

I hope you will regard what I have to say as strictly confidential, and something growing out of my sincere friendship for you and your daughter. The fact is, Alice has been rather thoughtless in her relations with

some of the young men in the office. I have tried to caution her myself, but you know a man is so awkward about these things that he finds himself unable to say anything directly without giving offense, which is the farthest thing from my thought. I would suggest simply that you question the young lady, without mentioning the fact that I have written you, and when you have found out the facts in the case, just call her attention to the unbusinesslike air of her manner. A slight warning, I am sure, will cause her to change anything that might be in the least degree objectionable to any one.

Miss Blank has been a faithful and competent employee on the whole, and I sincerely hope we may have the advantage of her services for a long time to come.

With best wishes, Sincerely yours,

Note.—Observe that the writer wraps his hints in a cloud of words. A short letter would not do at all in a case of this sort.

A Frank Letter to an Employee

My dear Miss Blank:

For your own sake, as well as for the good of the business, I wish to call your attention to something which I am sure is no more than passing thoughtlessness on your part, but which produces an unpleasant impression. I have observed that your conduct toward some of the young men is not quite as reserved and dignified as it seems to me a conservative business organization would require. I am fully convinced that there is no essential harm in anything you have done, only a little youthful thoughtlessness. Nor would I wish to have you repress your spirits entirely. Just be a little more cautious.

Please do not show this letter to any one else, nor mention the matter. I am writing to you purely as a friend, and to save you from possible embarrassment from other sources. I value your services highly, and I certainly hope we may be favored with them for a long time to come.

With the kindest wishes for your welfare,

Very sincerely yours,

A sensitive girl might be deeply wounded even by as moderate a letter as this; but if she survives it she may change her conduct completely and become a model employee.

Letters of this kind, if prompted by kindness which is fully exprest in the letters themselves, tho difficult to write, may accomplish their purpose. That they are disagreeable duties may be true; but often we can not avoid them. Undue brevity and bluntness are the things principally to guard against. Even when much firmer and more pointed letters than these are required, they should be written with true literary reserve and polite deftness.

EIGHT

Giving a Letter the Proper Tone—How to Write to your Superior

It is a difficult matter for some people to give a letter just the proper tone, and they dread writing letters which have a personal bearing. Yet success often depends in a high degree on being able to give just the proper tone to a letter on all occasions.

In writing to a superior one should write freely, frankly, and sincerely, but always with a certain deference, restraint. Opinions are freely submitted, the initiative is taken, and one goes ahead according to his

best judgment. Yet the superior is kept fully informed, and his advice is asked politely whenever occasion arises for it. The opportunity to suggest or direct is always offered, but if advantage is not taken of it, the work proceeds just the same.

One person may be just as competent as another, but a certain tone in letters will make all the difference. The tone that wins is the tone of deference, respect, and the flattery of attention. And yet this is only a tone, for independence, energy, and promptness to act are the things that are really valued. Any cringing subservience is resented, and so too is any obvious flattery.

To attain this tone, which is perfectly natural to some people and so difficult to attain by others, one must keep oneself in the right frame of mind, thinking of the superior as the ideal boss even if it is necessary to idealize him a little, and then being perfectly sincere, straightforward, and natural. Respect yourself as well as your superior, and at all times be a gentleman, and never forget that you are a subordinate.

The right tone in letter-writing is not a matter to learn and put on. It is wholly a matter of keeping oneself in the right mood or frame of mind. If one is not in the right frame of mind, the right kind of letter can not be written, and it should simply be postponed till the frame of mind is more propitious. If you are irritated, wait until the irritation has passed away; if you despise your superior and believe him a fool, don't write to him. Think what the ideal superior would be, and write to the ideal, not to the real one. At the same time do not allow yourself to be frightened or overawed. Cultivate respect for yourself, remember what is due to you, and quietly exact it by taking for granted that you are going to have it.

Letters to Superiors

Too formal:

Dear Sir:

I have to acknowledge receipt of your communication of July 29, and in accordance with your request I am enclosing my report for the month just past.

Hoping it will meet your approval, I beg to remain

Very truly yours,

Too free:

Dear Sir:

As you request, I am sending you a report upon the work we have done during the past month. July is not the most brilliant month in the year for results, but we have done some hard work all the same. I have got a new system worked out for handling the men, and look to see big results from it next month.

With the best of wishes for much business, I am

Yours truly,

Too subservient:

Dear Sir:

I hasten to comply with your request of July 29, and enclose a detailed report for the past month, trusting it will meet your approval. In comparing results for this month with those for June, I beg you to bear in mind the fact of the season and the difficulty of doing business in the hot weather. I am glad to say, however, that we did better this year than in the same month last year.

I have been thinking of a plan for handling the men which I should like to discuss with you as soon as possible. I believe it will give increased results, but I should not venture to try it without your approval. May I ask you when you think you will be able to pay us a visit again?

Trusting our efforts may have your kind approval,

Respectfully yours,

A better letter:

Dear Mr. Clark:

In response to your request of July 29 I am sending you a full report of our work for the past month. The record is not up to that of June, of course, but it is far higher than for the month of July last year. So I do not feel dissatisfied, tho I should like to do still better.

I have been thinking of a scheme for handling the men which I believe will add 20 per cent. to our returns, and with your permission I am going to try it next month. It is simply this: (The plan is briefly described.)

If you see any objection to it, I should be glad if you would let me know at once. Unless I hear from you to the contrary, I shall start it about the tenth of the month and try it out. It may not succeed, of course, and I do not guarantee it, but I think we can afford to take a chance on the experiment. I hope you will agree with me, for I should like to see what will come of it.

Eldredge is doing very well—better than I expected. I am not so well satisfied with Keith. I wish I knew how to stir him up a little and make him work more. Hanley is doing as well as ever, and I think we ought to give him a raise this autumn. Do you think the firm will agree to it? I should like to put on two new men in September, but I can not do it unless I am given a little larger allowance for at least a month. It is impossible to make a new man pay his way in our business in less than a month.

We shall be glad to see you whenever you can get this way, and I hope it may be in the near future. In the meantime, however, you may be sure that we will keep hard at work.

Sincerely yours,

It always pleases a superior to be told little details of the business, so that he feels he is keeping in touch with everything; but he doesn't want to be troubled on small and unimportant matters which the subordinate should settle for himself. The right tone in a letter depends on the right attitude of the person. If the attitude is right, the tone can easily be cultivated.

NINE

How to Write to a Subordinate

Some people get on well with servants and some people do not. Those who fail usually do so because they do not see things from the subordinate's point of view. Unless the superior can see things from the subordinate's point of view, it is not likely that the subordinate will see things from his superior's point of view.

It is often the duty of a superior to handle many subordinates or agents by mail, and to get the most work possible, of the right kind, out of them. To accomplish this, the superior should be able and willing to do the work required himself. If he has done it and can do it, then he knows how it ought to be done, what it is reasonable to ask, and where difficulties are likely to appear. Only when a superior is and feels himself on a level with his subordinates, and makes them feel that he is on their level, will he best succeed in writing to them in the correct tone.

The successful manager writes to his subordinates familiarly, yet maintaining a certain respectful tone such as that which he expects from them. Respect must be mutual, and if the superior does not respect his subordinate, his subordinate will not respect him.

The art of letter-writing depends largely on the power to say things by not saying them. A little restraint

where freedom had previously been shown, a little failure to commend where commendation had before been given, a little coldness where there had been warmth before—these are the most telling methods of criticizing and rebuking. If a subordinate is so dull or so blind that he will not understand, a frank, friendly, open talk (on paper or *viva voce*) is the only resource.

In dealing with reasonable human nature in all directions, nothing is more essential than always giving your reasons and explaining your motives for everything, at least to the extent of not seeming arbitrary. Some masters rule by fear, and by their arbitrary methods get a great deal of work out of subordinates; but the moment such a master is out of the way, all effort relaxes. The sympathetic master keeps his men at work just as well when he is away as when he is on the spot, and that is the only kind of master a man can be by mail.

Letters to Subordinates

Too crusty:

Dear Mr. Blank:

I see that your man Keith is not doing as well as he did a month ago. We can not have any going backward. If you can not keep him up to the standard, it is your business to get somebody else who can be kept there.

I note your plan in regard to handling the men, and will let you know later whether I think there is anything in it or not. As a rule, I think it is better to stick to what has been proved. We hire men to work rather than think up schemes.

I can't tell when I shall see you. It may be next week and it may not be for a month.

Yours truly,

Too vague:

Dear Mr. Blank:

I have your report for July and have placed it on file. I wish you would write me in detail just what each man is doing, for I like to keep in touch with what is going on.

I shall probably pay you a visit the coming month. Tho I should like to get over by the 10th or 15th, it may be the end of the month before I can manage it.

Hoping everything will go on smoothly,

Very truly yours,

The man who writes a letter like this creates the impression he is not giving proper attention to the business, and his subordinates are likely to get careless and not work up to their capacity.

Good letter to a subordinate:

Dear Mr. Blank:

You did pretty well in July—better than last year. Your new plan for handling the men sounds well, and I sincerely hope you can work it out to success. You have my hearty cooperation in anything that promises to bring results.

I wish you would run over the men and give me a pointer or two on each one. We want to be generous to those who deserve it, you know, tho of course we expect good value for what we pay. In that matter I have to depend largely on your reports, and I hope you will make them as detailed as you can consistently.

By the way, I heard an unfriendly report from Harrison's district the other day. It didn't amount to much, but I think it would be worth your while to keep an eye on what is going on over there.

I see Billings wasn't in his usual form last month. It might be well to touch him up a little, tho he has always seemed to be a good man.

I am sending down some new printed matter. I wish you would let me know what you think of it. It is always important to the firm to have an unbiased expression of opinion from the men in the field, for they have a better opportunity for observation than we do here in the office. I am not quite satisfied with the sixteen-page booklet; but I couldn't see just how it ought to be improved. If any suggestion occurs to you, don't be afraid to send it on.

I heartily congratulate you on the good work you and your men are doing, and I hope you will keep it up and improve on it.

Cordially yours,

The writer of this letter manages to get in a good deal of criticism, but without dampening the ardor of the man to whom he is writing. He mingles criticism with appreciation in a free and judicious way.

This letter is very colloquial, tho not precisely slangy. Colloquialism is winning when a superior writes to his subordinate, but slang would be undignified. Perfect dignity, with cordial and friendly frankness and freedom, is the ideal for the superior.

Assignment XVI. Sales Letters to Different Types

Sections 1, 2, 3, and 4 are best studied in connection with planning general sales letters. We will suppose three different kinds of persons, one a woman, whose names have been given us as good customers for the business we are pushing, and to each we write a carefully planned letter soliciting his business, either long or short as the character of the person requires. Each of these three letters we follow up with a letter to develop interest. On the ground that the references have been made by a mutual friend and we wish a

definite statement, let us write a final letter, to compel an answer, which shall be pointed yet always courteous.

In reply to the letter to compel an answer some other member of the class will write in one case a mild, reasonable letter, in another an irritable letter, and both of these are to be handled by the original writer. The woman may make two different replies, one reasonable and one irritable, and each should be handled according to Section 7.

Assignment XVII. Letters to Superior and Subordinate

Finally, let the members of the class write letters to the teacher in the proper tone as a superior making suggestions in regard to the conduct of the work of the class; and let other members of the class reply to these letters in the proper tone of a teacher to class-members or subordinates.

V

COLLECTIONS BY MAIL

I BELIEVE that money can be collected by mail as surely as by personal application, and more easily, but it takes more time to do it.

First, try to see that your customer gets value for his money. Write to him often on that subject, and make him understand clearly just what you are making him pay for.

Never neglect an account or let it drag. I have found that many people think that if you don't press them for payment for some time you neglect doing so because you feel you have not given them good value, and therefore that they are not as much under obligation to pay you as they thought they were. During the past season I let my collections fall behind because I was too busy with new business to attend to them, and I found several of my clients thought I had forgotten them altogether and did not intend to enforce payment; and having made up their minds they were not going to be made to pay, it was hard for them to get the paying idea into their heads again.

Without doubt the most effective means of making collections is by continued irritation. You can be sympathetic, argumentative, but be slightly disagreeable too. This may at first be only a slight abruptness in your style. And remember that irritation requires repetition. The simplest kind of dunning letter sent five or six times becomes irritating.

It is a difficult matter not to give offense to good customers by your irritation, and you should remember that whenever you see any signs that you have gone too far and your customer feels you are giving him more then he deserves, you ought to apologize and apologize profusely, even to a dead-beat. Praise his scrupulous business honor, and all that. Go back to plain and simple letters. After you have called a man a thief—almost, and then gone back to some very short, simple dunning inquiry such as, "Will you let me know when I may expect something on this account?" your debtor will begin to think you are getting desperate.

If you learn the art of writing irritating letters, and keep at it patiently, I do not believe you will ever have much occasion to use a collection-agency. A collection-agency is solely a machine for irritation, until you get ready actually to sue. Usually the man who would be good for a judgment will not let a case go to trial unless he feels he can win. If there is no dispute, and a man is willing to let a case go to trial, it is generally because he has nothing and is judgment proof. If there is a dispute, I say, compromise, even when you fully believe you are right. Compromising is cheaper than law.

The following letters were originally designed to collect a balance of $9 due on an American credit book-offer when $1 deposit had been paid and the books had been sent on one week's approval.

The first letters are sales letters to prevent the return of the books. A personal criticism showing how to apply the general principles in the books to the man's own particular business is not given till the final payment has been made, and this is emphasized as a sort of inducement to hasten the payment.

While the nominal approval time is one week, in practise one month has to be allowed, and it is not until the

account is six weeks old that with the fourth letter the irritating process of collection is begun. I place great emphasis on the importance of laying a good groundwork in preparation for the real collection effort. In a straight sale no such elaborate preparation would have to be made, and the series might begin with the third letter.

Note that the fifth letter is a very stiff one, pretty sure to draw a response. If any are offended, yet pay, I always apologize and smooth them down. The sixth letter is a straight-out mild one that brings around many who were offended by the fifth and are put in good humor again by the sixth, yet would have paid no attention to the sixth had it come first.

The ninth letter is a printed agency-form, and so is the tenth. The eleventh is a warning that the account will be turned over to a solicitor if collection is not made. The point about the agency-letters is that they have a bright red seal in the middle and look legal—a change of venue has been taken. The wording of these letters makes little difference.

On 30-day merchandise accounts, I should follow the practise of Marshall Field & Co. and send out a statement about the 20th of the month as a slight reminder that payment on the 10th or 15th has been overlooked. This is in addition to the regular statement on the first of the month. Many manufacturers send out a brief letter just before the end of the month asking remittance so the account will not have to be carried over to the next month on the books.

When a statement is sent out the first of the second month after, I would write a pleasant sales letter, calling attention to the account and mentioning any new items which the customer might like to buy. I would always make the first collection letters sales letters ask-

ing for new orders, if the business is such as to permit this.

Letting an account run along without writing any letters is to me highly objectionable, as statements may never reach the attention of the responsible man who draws the checks, but simply be filed by the bookkeeper. A letter will probably get to the right man, and a sales letter in which incidental reference is made to an account due can not be offensive to any one.

If these friendly sales letters do not bring the remittance, at any rate they have laid the ground for more irritating collection letters such as No. 4, No. 5, etc., in the following series. With the groundwork laid, few business men can be offended by these severe letters. If only statements are sent with no letters, a first letter in this severe vein nearly always gives serious offense.

When there is a discount for cash which I want taken, I always write a friendly note (form at the end) reminding the customer of the date before which payment must be made in order to get the discount. Two or three days after the date I write another saying if the account has been overlooked I will gladly allow the discount still if check is sent by return of post. Many disputes and much hard feeling would be avoided if this system of notification by letter were followed more widely. I append a sort of final letter for small accounts.

Letter to Go With Invoice; Always Required on Approval Shipment

Dear Sir:

I take pleasure in sending you my Private Instruction Manuals for Business Men on approval, as you request, and enclose memo. bill for —— additional, giving you credit for the —— already paid. If not desired, the manuals should be returned within a week.

Getting more business is a matter of "selling English," and also of getting a great number of minor details exactly right.

You'll never succeed unless you study these details point by point and master them—or if you do succeed you will not be able to repeat your success.

My private instruction manuals are the only publications on earth where these seemingly commonplace little details are set down one after the other in such a way that they will actually enable you to book the orders if you follow the instructions step by step. They have done it for many others, and they will do it for you.

But even more important is my personal letter of criticism, in which I show you how to apply these principles to your own business, how you can win out and actually make more money.

Be sure to tell me what your business is when you remit and I will let you have this letter of personal advice and criticism at once.

Yours faithfully,

1st Collection Follow-Up

Dear Sir:

It is some ten days since I sent you on approval my Private Instruction Manuals for Business Men, and no doubt you have had ample time to look them over. I write to ask you to report on them at once.

Remember that in these manuals you are not buying an ordinary work at a high price.

You get a vast collection of small details you can find nowhere else, every one of which has been tried out by experience, and which has helped many business men actually to get more business.

But the most important thing is the personal criticism I will give you if you decide to keep the manuals. This

alone is worth the total price. It is important for you to have an expert show you where you have failed in judging your customers, and how to prove your own merits, offset your competition, and secure orders or collections you might have. If your follow-up system is weak, I will show you why. If you are planning an advertising campaign, I will put you on the right track.

All things considered, my proposal is an extremely reasonable one. You get the personal letter of criticism as soon as you remit, if you state what your business is.

Will you not favor me with a check, or at least inform me if you will keep the manuals?

Yours faithfully,

2nd Collection Follow-Up

Dear Sir:

I sent you a set of my Private Instruction Manuals for Business Men on one week's approval; and as you have not returned them, tho more than three weeks have elapsed, I take it for granted that you are satisfied and expect to remit.

You get more for your money on this offer than anything else I know of.

This is a practical system for business men packed with more useful good things than any of the high-priced correspondence courses in advertising or salesmanship, yet the cost is but ——.

In the personal criticism I will show you what your weaknesses and your strong points are. A man ought to check himself up now and then and see where he stands. A remittance will be appreciated. State your special line of business and get the criticism at the time you pay.

Yours faithfully,

3rd Collection Follow-Up

Dear Sir:

The Private Instruction Manuals, with which you get personal service equal to the full amount charged, were sent you with one week for examination, and billed at the cash-in-advance price. Tho more than a month has elapsed I have not received the balance due.

I am extremely anxious to get this matter closed up without further delay, and ask you to let me have a check at once.

Yours faithfully,

4th Collection Follow-Up

Dear Sir:

I am surprized that a courteous business man like you should not only neglect the balance due on account of my Private Instruction Manuals for many weeks and even months, but also should fail to make courteous reply to the letters I have written.

If you don't intend to pay this bill you can, at least, let me know that fact.

The enclosed stamped return envelop is for a check or for the REASON WHY NOT. A good reason courteously given will be highly acceptable, and that is something it is always within your power to give.

Yours faithfully,

5th Collection Follow-Up*

Dear Sir:

I have written you four times about the balance due on the Private Instruction Manuals for Business Men you ordered many weeks ago.

* Letters like this and No. 8 can be written only to persons you know will never send you any more business—the actual dead-beats.

If you don't intend to pay, just say so, and I will pull off my coat and jump in for —— worth of fight. I always enjoy spending money to make a man pay his bills.

If it is a case of oversight, now is the time to make good and keep your reputation clean. Any excuses or explanations will also go safely in the enclosed return envelop, and if you have them, remember I can not read your mind unless you speak up.

Yours for quick action,

6th Collection Follow-Up

Dear Sir:

You received that last collection letter of mine and it didn't make you open your eyes and take notice!

Well, well, well!

Really, I need this money badly just now. Won't you go out of your way, as a personal favor, to let me have a check by return mail or within a week?

Yours in earnest hope,

7th Collection Follow-Up

Dear Sir:

What kind of business man are you, any way, not to have the courtesy to reply to any of the six or seven letters I have written you about the enclosed account?

I want this money, or I want to know when I can have it, or why I am not going to get it.

Courtesy is cheap, even when money comes hard, and I shall expect to hear from you by return mail.

Very truly yours,

8th Collection Follow-Up*

Dear Sir:

I want to ask you a few heart-to-heart questions:

Are you honest or a dead-beat? You know. If

* See note on No. 5.

honest, an explanation of why you don't pay the enclosed bill will tend to prove it.

Is the enclosed bill disputed by you in any particular? If so, I want to know all about it, and if you are honest you will tell me.

Please save us both unpleasantness by dealing frankly and fairly with me, and suggesting some settlement of this claim.

Very truly yours,

A Reminder to Take Cash Discount

Dear Sir:

I hope you have received the shipment of —— which we made you *via* —— on the ——.

I would remind you that Sept. 15 is the date for taking the cash discount of 5 per cent. If for any reason it is not convenient for you to remit by that date, please notify me promptly.

Yours faithfully,

Final Reminder on Cash Discount

Dear Sir:

If you have overlooked the cash discount of 5 per cent. on your account, which should have been taken Sept. 15, I will still allow it if you will let me have check by return of post.

A discount of 5 per cent. is too large to be lost if a man can possibly avail himself of it. It is an extra discount I have given you in this form, and failure to take it doesn't look well for one's credit. If for any reason you do not find it convenient to remit, I shall expect you to set a date when I may look for payment, or let me have some explanation.

Yours faithfully,

For Small Accounts Overdue

Dear Sir:

The enclosed small account is considerably overdue, and I sincerely hope you can favor me with a check by return mail.

I am sure if you make a little effort in this matter you can clean up the account. Won't you please try, and let me have a word from you within the next few days?

Cordially yours,

For Very Small Accounts Long Overdue

Dear Sir:

I have spent 50c. on postage and stationery in trying to collect your small account. I can hardly afford to sue you.

If you don't intend to pay it you can say so and save us both annoyance. Courtesy certainly requires a reply to this letter without delay.

Very truly yours,

Collections from Dealers

The best kind of letter to get money as a rule from dealers is one that is slightly irritating but not sufficiently so to be offensive. Most collection letters are too considerate. For example, you say, "If possible, kindly remit the enclosed statement before Oct. 24." You should say, "Your account as represented by the enclosed statement is already considerably overdue, and as I must have money by Oct. 24 to meet obligations, I must request that you let me have a check by return mail.

"I have sometimes let your accounts run a little longer than I should. When you need accommodation and I am in a position to give it, a request to me will always be honored.

"But now I am in need of accommodation from you, and I shall be very greatly disappointed if you do not make a special effort to send me at least all you can on this account at once."

If a man does not respond to a letter like that, you ought to go after him at once with something like a sharp stick, hinting that he is not doing just the right or honest thing. If he gets angry, smooth him down, but the sharp tone of your letter is the thing that will bring in the money.

A Collection Letter that "Drew the Money Like a Poultice"

The following letter drew from one concern this acknowledgment of its effectiveness:

"We are in receipt of your exceedingly gentle and well-worded 'touch' of the 4th inst. and you will note the result enclosed. Our only regret is that you could not receive it by the 10th as you desired. If your bookkeeper words all his letters as he did ours, we would judge your bad accounts would be very limited, for it drew the money from us as a bread and milk poultice is supposed to draw inflammation."

Gentlemen:

We like to feel that all of our customers are our good friends, and in times of trouble we find pleasure in knowing that we have friends to depend upon.

The advances in the prices of some raw materials have made it necessary for us to go into the market and buy very heavily for future requirements. These supplies will have to be paid for very soon, and therein lies the trouble that we want to tell you about.

We enclose statement of your account, and hope that you are sufficiently friendly toward us to be willing to stretch a point and send us a check by return mail.

At the present time we have between a thousand and fifteen hundred open accounts on our books, and a little anticipation on the part of our customers will relieve our necessities without overcrowding our friends.

We trust that you will look at this letter in the spirit in which it is written and not consider it a dun, but as a friendly request from one merchant to another.

Yours truly,

Another Successful Collection Letter

Dear Sir:

I have a couple of notes coming due on the 20th and 30th of this month, and should appreciate it if you could let me have a check that I can use in paying the first of these. Will you favor me?

The enclosed calendar-card will be handy to carry in your pocket-book—accept it with my New Year's compliments.

If you will send money at once I will gladly present you with a copy of my Commercial Map of the United States—the only map ever published on which you can trace 62 railroad systems through the network at a glance.

Cordially yours,

Assignment XVIII. Collection Letters

Let each member of the class prepare a series of ten collection letters for general use in the business studied, considering the different classes of people, and getting a sufficient variety of appeal so that if sent one after the other they will not grow stale, and including special letters for large and small accounts or special occasions. In this we will follow and carefully adapt the series given in the text-book.

VI

USING WORDS SO AS TO MAKE PEOPLE DO THINGS

ONE

The Personal Touch

I HAVE spoken a great deal about knowing the customer. Nothing will help so much as the habit of visualizing him so that you really see him sitting by your chair (with your eyes shut if not with them open) and feel his presence. Then alone can you write as you would talk to him.

In the schools, imagination is supposed to be the power of fancy or imagery, or else it is constructing a chain of circumstances that are unreal. Often this is in reality guessing. If there is anything that is condemnable in business it is the habit of guessing. IN BUSINESS YOU MUST KNOW WHAT YOU ARE DOING or you are a failure. Absolute knowledge is needed nowhere so much as it is in business, and especially in writing letters and advertisements. The reason why so much matter sent out fails is that it is based on guesswork and not on knowledge.

The business imagination I speak of is just the opposite of the habit of guessing. It is learning to know your man so well you can actually see him even when he isn't there. But you will probably see better with your eyes closed than with them open.

When you begin to get this imagination you will show in your letters the confidential, personal tone, the easy

talking manner. You become really personal. You speak to your customer as "you" and refer to yourself as "we" or "I." You begin to feel that confidential, talky tone in your letters. You don't put "scenery" (conventional sales-talk) into your letters, because if you can see your man you know he doesn't care for that. You give him what he wants, not a purely imaginary and theoretical line of "letter-talk." Everything you say counts, it hits the mark.

The way to build up that imagination is not by sitting still and trying hard.

No. You can not do better than go out on the road and see the trade. Then when you come back you will know how the trade looks. If you talk with customers you will know what they have to say, how they think, what they like, and what they don't like. You will have FACTS and not guesswork as to what the imaginary man really is.

If you can not go out on the road as a salesman, take every opportunity to observe those who drift into the office. Talk to them whenever you can, make yourself agreeable, and try to be useful to them. When you begin to try to be useful to every person who comes along in business you are very likely to begin to sell something and get your reward for making the sale.

There is a great deal in being able to put a helpful, personal tone into a letter. You can not do it unless you would naturally be helpful to the real person. Many business people, and women especially, like to be coldly impersonal in letter-writing, while a few go to the opposite extreme and become offensively familiar. There is a happy medium, and it differs with the kind

result of a well-developed business imagination. The result is what is called TACT.

Enthusiasm the Corner-stone of Success

English that bites into the minds and hearts of men is more a matter of the thought than of the expression. If you think clearly and accurately, and develop a good supply of enthusiasm by means of the imagination, you will express yourself with great force.

When a man thinks very clearly, he seldom violates a rule of grammar, no matter whether he knows anything about grammatical rules or not.

If he puts in punctuation marks just to make his meaning clear to a common-sense, ordinary person, he will not need to know anything about the rules of punctuation, for he will punctuate correctly without any rules—at least as far as simple business English goes.

If he works up a passionate enthusiasm for his business, he will be very likely to write advertising letters filled with power. Getting enthusiastic is at the bottom of all salesmanship.

If you want to write a powerful letter, forget all about the art of business English, and sit down and put a hard, telling fact, into a short, straight-from-the-shoulder sentence. If necessary, make that sentence a paragraph (if it is important enough), or emphasize some phrase in it by underscoring or capitalizing.

Then give another straight-from-the-shoulder fact that you feel ought to convince any sane man. Then another.

When you have finished, tell your customer just what you want him to do—something you believe he can and will do—and place in his way every means to do it easily. Last of all, tell him, command him, to do it.

Unless you can analyze your business, analyze your

customer, analyze your goods from the point of view of the use the customer can make of them, and WORK UP YOUR OWN FAITH AND ENTHUSIASM, you are not likely to write any letter that will bring orders. Only the man who can convince himself that he has the ONLY PRODUCT OF ITS KIND AT HIS PRICE has any right to try to write sales letters or other advertising matter. When a man's own faith and enthusiasm master him, he can not help writing effective sales English if he only tries hard enough and long enough.

TWO

How to Condense

We condense for two reasons: 1. To economize the attention of the reader. 2. To save the cost of high-priced advertising space. Most business men put the second reason first; but it is insignificant as compared with the other. Advertisements and letters which produce their telling effect in the shortest possible time will be read by more people, and will get more business from those who do read. Buying people are more ready to spend their money than waste their time.

The Secret of Condensation

lies in choosing wisely the things that will really appeal to the reader. Knowledge of the reader is, therefore, the matter of greatest importance.

Having, by long and calm thought, chosen successfully, you should express what you have to say in complete and faultless English, as if what you were actually saying were all you ever thought of saying.

NEVER clip out small and seemingly unimportant words, making your condensed form jerky and ragged.

The omission of a few small words immediately suggests to the sensitive reader that you have been laboring to condense, and he is rendered suspicious. The smallest thing to excite suspicion will destroy at once the confidence necessary to establishing business relations with a stranger.

Successful condensation requires time and patient thought; and must be tried many times before it proves perfectly successful.

Great care must be taken to cling to every good point once established. Too many business men weary of the old thing, and try something entirely new, to their great loss. When you must choose between two points, weigh both carefully in the mind; perhaps try both in some way on an actual customer; having finally decided on one, let the other be utterly forgotten, that it may cease to haunt your mind and throw it into confusion.

NEVER try to condense by cutting out words and phrases. Choose afresh the things you will say, and write as if you had never written before, putting wholly out of your mind the longer form. It is often necessary to let time elapse, so that you will have forgotten the longer form. If the condensed form seems to you imperfect, it will certainly seem imperfect to the reader. *Unless you can convince yourself that you have said all you really need to say*, your condensed form is not perfect.

Many personal salesmen have a knowledge of their goods, of their customers, and of surrounding conditions, and the enthusiasm to make a personal sale, yet they can not write good letters simply because they can not condense. Either they say too much—so much the ordinary man will not read it at all—or they give it up in despair and say practically nothing.

It usually takes a good long letter to sell anything.

Begin by writing out your arguments just as you would talk them. Imagine your customer sitting by your side and that you are talking to him hard for an order. Do not stint the space. You must learn to express yourself fully before you can express yourself briefly.

When you have written page after page of talk filled with enthusiasm, and covering every point, as if you were trying to compose a book on the subject, go back over your matter (have it in typewritten form so you can read it easily), and put in head-lines that will summarize each subject or argument or fact. Try to make these head-lines not mere indications of what is to follow in that paragraph, BUT STATEMENTS OF FACTS. Be sure that this fact is so clearly stated that the moment an outsider reads the head-line he will know exactly what the fact is before he reads the explanation.

There is always a fact at the bottom of every sound argument. Put your facts into head-lines so that the man who glances over your book will know the important facts about your business even if he does not read your explanation at all. Make these head-lines tell your story as you go along, in the proper order of appeal to your customer's own selfish interest. This will make an excellent circular to accompany your letter.

With this long argument, divided up by proper head-lines, each head-line stating a fact, you can make up a letter almost out of the head-lines; but you want to weave them into a close, logical argument, filling them out a trifle so they will make a continuous brief story. That will be a condensed sales-letter, and an effective one, too. Above all, make your arguments FACTS—not talk, not mere words. Facts condense easily.

Usually the letter-writer starts out to write a condensed letter first. It is much better to begin by writing fully, putting your whole sales-talk on paper, in the

right logical order, and then choosing from it FACTS that will tell. The man who can drive home facts in conversation will soon learn to drive them home in a letter, and that will be condensed letter-writing.

An Example of Condensation

This series shows the method of condensation. The colloquial phrase, "Letters that Pull" (which would not be permitted in literary composition), was a great discovery, since it was common usage among business men and doubled the business brought by the second letter.

This was first used as a letter and then as a page advertisement. It is about as short as a letter on this subject could be made, and is unusually terse and strong. The short paragraphs at the opening got immediate attention because they looked easy to read.

The First Full Letter

Dear Sir:

You write letters, and the success of your business depends to a large extent on the letters you write.

Do you have a system by which you improve those letters from week to week, month to month, year to year?

Or do you make the same old mistakes over and over, and waste money in the same old way, sending out the same old bad letters?

Undoubtedly you do, for ninety-nine out of every hundred business men do. There has never been anything to help them to do better.

I have devised a system for the composition of good business letters, like the systems in bookkeeping, advertising, etc.

What is advertising worth if you don't know how to handle the inquiries when you get them?

What are trial-orders worth if in your letters you do

not handle your customers in the right way when you get them?

Letter-writing is the key to the whole situation. The time will come when it will be regarded as the most important element.

There is a great deal to letter-writing besides a little grammar. There is the ART OF GETTING BUSINESS BY LETTERS. I teach that art.

My method of teaching is direct and simple. In the simplest and most practical way I tell you what is correct English, and what is not; what is an easy way to begin a letter, and what is not; what is the common way of preparing a circular letter, and what is the winning way.

I show you a real business letter with all its errors, and then I point out the errors, one by one, in notes, finally rewriting the letter as a model letter. You see your own faults as in a mirror, and know just how to correct them.

This course is only just published, but you will see that I have the strongest kind of indorsements from some of the best business men in the country. They say that I have really done something worth doing; that I have crowded my lessons with good things. You can not doubt their testimony.

But that doesn't matter! Examine the lessons for yourself. Send the first cash payment of $3, and I will send you at once the first three lessons of Part I and the first three lessons of Part II. If you don't find a lot of good things in them, send them back and I will refund your money.

The rest of the lessons I will mail weekly in sealed envelops. You will get much more value out of the lessons by being stimulated every week than by getting all at once. I will not send all lessons at once.

This new 50-lesson course of mine is really the equal in every way of any of the much-advertised courses on advertisement-writing which sell for $40. But I offer a minimum of personal instruction and all the printed lessons for the very low price of $10. If you want a full course of personal criticism drill on a weekly parcel of carbon copies of your daily letters, I will give the Complete Course and 25 personal criticisms for $25 cash. Or if you send $10 cash for the printed course, you may have the personal instruction at any time within six months for $17 cash, or $20 in instalments, $5 down and $5 a month. The regular price of the criticism drill alone is $25.

Better get these lessons so that you will be prepared to do better work when the autumn rush comes. Begin to think NOW.

Cordially yours,

A Page Advertisement or Short Letter

"HOW TO WRITE LETTERS THAT PULL"

Are you aware of the advantages of advertising by circular letter—if you can write LETTERS THAT PULL?

Here are some advantages:

1. You can say enough to get orders by return mail.

2. You can try out a given proposition on 1,000 names for $15—a page in a magazine costs $100 and up.

3. Letter-writing is the still-hunt method of advertising—your competitors don't find out all about it the first day.

But CAN YOU WRITE LETTERS THAT PULL?

You can if you use the Smart System.

What is the Smart System?

It consists of 50 cards, mailed two each week, on one

side of each card just the terse pointers you want, on the other side illustrations in the form of actual business letters. I give you the latest and best information on follow-up systems, how to collect money by mail, how to manage agents, how to deal with women, how to write a hundred good letters a day, when to write a long letter and when to write a short one, and fifty other pointers even more important. In short, I give you a complete system, easily learned and applied directly to your every-day correspondence to make your letters pull more and more with every step you take. Then I myself advise you personally how to make YOUR letters pull.

Business men who have investigated know that I have a good thing. Lyon & Healy put in my system for all their leading men. The Dodge Manufacturing Co. sent me a check for $60 after one of their men had taken my system complete and worn the cards out with handling. The Sherwin-Williams Co. first ordered it for some of the men at their home office, and then for the managers of their branch offices. Scores of the biggest business men in America have used my system with the greatest enthusiasm. I can not begin to tell you here the nice things they say about it.

My system costs $10 cash. Send me $1 by return mail, at my risk, and I will send you the first three instalments of the system with full information and complete outline. If you don't see MONEY in it for you, and many times the $10 the system costs, send back the cards and I will refund your money instantly, without a word. But I know you will WANT to send the other $9 and get the system complete, for I have never had a return or heard a single word of dissatisfaction. My clients are more enthusiastic even than I am.

What is so eloquent as the endorsement of big busi-

ness houses who reindorse their indorsement with checks!

One-inch Magazine Advertisement

"HOW TO WRITE LETTERS THAT PULL"

Sidney Smart, the leading authority on letter-writing, gives in his 50 Instruction Cards for Business Men scores of the most successful letters ever sent out in this country, and describes all the latest devices and wrinkles for soliciting by mail, collecting money, handling agents, etc., etc. Strongly endorsed by adv. mgrs. of Marshall Field & Co., Lyon & Healy, and many others. One man increased orders from letters making quotations on gears from 25 per cent. to 36 per cent. within 60 days—nearly 50 per cent. more business. Address Flatiron Building, New York, or 3 New Oxford St., London.

THREE

Emphasis in Business Writing

There is a very important technical point in connection with business writing as contrasted with business talking which every person in the business world ought clearly to understand, yet which almost no one does understand.

That is emphasis. In talking, we emphasize adjectives, saying, "This is VERY good," "It is the BEST on the market," etc.

In business writing, emphasis must serve a different object. When you have buttonholed a man he has to listen to what you have to say, but letters, circulars, and advertisements are always read more or less hastily if read at all. The IMPORTANT FACTS should there-

fore stand out so that they will be caught by the person who only glances. This may lead to more careful reading of the whole document.

In an advertisement the important facts are, or should be, put into head-lines, in large, strong type. Every head-line ought to make an important fact stand right out on the page, not some meaningless phrase or catch-word, for the fact will be appreciated by itself, even by those who give the most casual glance, and the mere word or phrase will not be understood unless the whole is read.

In a circular the black-letter head-lines over the successive sections or paragraphs should give a series of facts which, taken by themselves, will tell the whole story, and especially the important facts that ought to stand out. The head-lines read alone, by a person glancing over them, ought to make complete sense even if the text is not read. Sometimes facts in the body of the text are also conveniently put in black letter or capitals so they will stand out.

In letter-writing, head-lines may sometimes be used to advantage, but there are three methods suited to the typewriter which may be used to great advantage—underscoring, capital letters, and placing sentences or even clauses and phrases in short paragraphs by themselves.

Never underscore a mere word that by itself will make no sense; never capitalize a word or phrase that is merely a link in the argument; never put into a separate paragraph a sentence or part of a sentence that does not state some solid fact. Displaying what are thought to be clever phrases is the bane of inexperienced writers.

The danger of all kinds of emphasis is excess. The woman who underscores every other word in her letters, the advertiser who puts half his advertisement into black type, the letter-writer who makes every sentence a para-

graph and throws in a few underscores and capital letters besides, completely defeats his own purpose.

But by a careful use of all three of these means of emphasis, the strong facts in the sales-argument may be made to stand out so clearly that the shortest possible length of time will suffice to give a fair impression of what may be said. Then if the reader is interested the long paragraphs will be read, and his first interest will be carried to complete conviction. A long letter with these devices combines the efficiency of the very short letter and the long letters in one; in other words, they enable the skilful writer to get a long letter read as surely as a short one would be.

Seldom more than two phrases should be capitalized, not more than three or four underscored (it is easier to read underscored matter than capitals), and three or four short paragraphs are enough

An Example of Display for Emphasis

New York, June 20, 1907.

Dear Sir:

The highest-priced editorial-writer in the world,

ARTHUR BRISBANE,

has just come from an interview with

MRS. EDDY

at her home. *He got the whole story direct from her.* Look for it in the

AUGUST COSMOPOLITAN.

Think of Mrs. Eddy's story told by herself, translated in the words of Arthur Brisbane!

It will be the greatest magazine article that has appeared in years—rivaling the daily paper in its importance and timeliness.

The August Cosmopolitan's first edition will be over 500,000. How much a possible second edition may be we can only conjecture.

We have been favored with your advertisement for one issue. I am going to suggest that you place a definite six-insertion order and I will call the insertion you have had as part of that order so that you will receive the 12½ per cent. discount on the *business you have already placed.*

Or why not place your business on a "tf" basis and you will be entitled to the long-time discount of 12½ per cent. credited every six insertions.

Are you with me for the August issue, and shall I expect your order through Mr. W. D. McJunkin—forms close July 3d?

Very truly yours,
Gridley Adams.

First Letter to Get Inquiries for $500 Machine

Sent to Select List of Wood-working Manufacturers

Dear Sir:

We have been told that you are using an old style plane jointer* on glue-work at an actual loss of $200 to $700 a year for one machine as compared with the modern continuous-feed glue-jointer now used by nearly EVERY up-to-date wood-working manufacturer in Grand Rapids, for example, and other factories all over the country.

We should consider it a favor if on the enclosed postal card you would inform us whether your business requires a glue-jointing machine of this kind, and whether or not we are mistaken in supposing you have not yet put in one of the modern machines.

* This is a machine which smooths boards on one side, and cuts a tongue on one edge and a groove on the other, so that narrow pieces can be glued together to make the wide boards required for table-tops and other cabinetwork.

If you are interested, we should like to lay some facts before you.

Begging the courtesy of a reply to our inquiries on the enclosed postal card, whether you are interested or not, we are

Very truly yours,
Falls Machine Company.
———————— Manager.

Answer to Inquiries Brought by the Preceding Letter

Dear Sir:

We take pleasure in sending you catalog describing the Falls Continuous-feed Glue-Jointer.

The continuous-feed glue-jointer has been on the market for about four years, and we were the originators of it. It has been displacing the old machines with astonishing rapidity, so that we have recently had to move into a new factory to enable us to keep up with our orders. The biggest and best people in the wood-working trade throughout the country are putting it in.

Here is just what the machine will do for you: If you have three common jointers on your floor to-day, one modern continuous-feed machine will do the work of all three, saving not only the wages of two operators, but power, space, etc., besides, and giving you a greater range and better work.

That couldn't mean less than $25 a week to you, or $1,000 in a year—twice the cost of the machine.

If you have now only one machine on jointing, costing you, say, $10 or $12 a week to operate, and supposing it is very slow work, the same operator will do the work in three or four hours on the continuous-feed machine, and have the rest of his time for other work. Even if you can operate the machine but three or four hours a day on the average, you save at least $5 a week, or enough to pay for the machine in 100 weeks.

Then consider that when you have a rush of work, as all factories have at times quite apart from natural growth, of which you must take care, you will be able to handle it.

Can you afford to waste, or throw away, say, $500 a year which your competitors save and either add to their profits or use in competition against you?

Of course you can't. It is not a question of affording to buy the machine, but affording to get along without it.

And in buying a continuous-feed jointer, insist on having a drive-gear such as the Falls machine has. We know that a worm-gear has given trouble again and again, and it is obvious that the machine with a worm-gear will be worn out in a very short time. We have never had any trouble with our drive-gear, and every part of our machine is made in the very best way for hard use, so that an inferior machine even at half the price would be dear to you.

The price of the Falls machine is $500, and we gladly send on 30 days' trial at our own risk for carriage both ways. All we ask is a chance to prove our claims in your own shop. May we?

Yours very truly,

Letter to General List to Get Inquiries for $500 Machine

HOW TO EARN $500 A YEAR MORE

Dear Sir:

There are about 200 wood-workers in this country who could profit very decidedly by throwing out their old-style plane glue-jointers as scrap-iron, and substituting the Falls Continuous-feed Glue-Jointer.

Already 100, it seems, have been put out, including

NEARLY EVERY LARGE CONCERN IN THE COUNTRY.

You are one of the 100 others who are LOSING MONEY when you THINK you are ECONOMIZING.

I should like to SHOW YOU just how MUCH YOU ARE LOSING in labor, power, and space—chiefly labor. I am willing to wager you are losing enough to pay for the machine in a year.

THAT'S WHY YOU CAN'T MEET COMPETITION IN DULL TIMES.

But fill out the enclosed card and I will show you in exact figures just what you are throwing away.

Yours truly,

FALLS MACHINE COMPANY.

Form of Return-Card Enclosed with Above

Mr. W. J. Koehn,
Falls Machine Co., Birmingham.

Dear Sir:

I should like to have you figure out just what would be saved in my case by throwing out my plane-jointer and putting in a Falls machine. Also give me cost of your machine.

We run plane jointers, with crew composed of with total wages of a week. Power costs us.....a week. Space is worth to us.....

(Signed).....

Address.....

Assignment XIX. Preparing for a Sales-Campaign

We are now ready to take up the study of a single sales effort on one line.

First, shall it be to sell one single article, or to get customers for the business as a whole?

When that question has been decided, let us carefully consider the different kinds of people to whom appeal may be made and settle on the type most likely to be profitable to work.

Then let us collect our sales arguments and present the whole in a well-worked-out booklet, carefully bearing in mind the type of person we wish to reach.

The strongest arguments we will condense into a single sales letter of about a page.

Finally we will prepare a small advertisement which will be likely to get inquiries.

VII

SALESMANSHIP IN LETTERS AND IN ADVERTISING

ONE

FIVE STEPS IN WRITTEN SALESMANSHIP

THERE are two kinds of letters, those which are mere memoranda and those in which salesmanship is involved.

Memorandum letters are not very important. If they are clear, simple, and common-sense, they are usually all right. They convey information to other members of a firm, give orders, correct errors, and in other ways facilitate the transaction of business. Every stenographer and clerk ought to be able to write as good memorandum letters as the head of the house.

To write letters that will make people do what you want them to do—letters that will make people buy—is a very different affair. Any office-boy who learns to write salesmanship letters may hope to become manager of the firm, and some day the sole owner. The future of such a person is limited only by the limitations of the business itself.

At the bottom of all success in writing advertisements is the ability to write salesmanship on paper—to use words so as to make people do things. But this is the thing that every business manager, and every clerk, assistant, and office-boy ought to try to master, for it is the key to all business success.

1. Creating desire. It is a great error to suppose that many people want what you have to offer. Most

business men assume that the desire exists and they have only to satisfy it. The really successful advertisers have perceived that desire must be created, or fanned up.

2. Showing how your plan works. Most people depend on their own common sense. If the plan seems reasonable, they will trust their own judgment of it. You must therefore give them a chance to judge.

3. Proving your statements. The first question a possible buyer asks is, Is this your theory of what your scheme ought to do, or has somebody actually found your theory to be sound, your scheme successful?

4. Making a man feel like ordering.

5. Making ordering easy, safe, and quick.

This Letter Was Not Successful

Dear Sir:

We enclose a page advertisement that has been appearing in *System* and other magazines. *System* began to advertise Mr. Smart's books at its own expense August 1, and took in five times the usual value of its space the first month. We thought the limit was reached, but now we get more orders day by day than ever before.

Marshall Field & Co. and most of the big advertising agencies and mail-order houses use our criticism-of-English service and recommend our books, and they tell us we give them "big value for the money." Certainly you will make no mistake in ordering the books when you can get them at wholesale price.

Very truly yours,

School of English.

This Letter, With Indorsements, Brought Orders

Dear Sir:

M. W. Savage, President International Stock Food Co., employing fifty stenographers, has said: "If all my

salesmen, clerks, stenographers, etc., could learn to write a correct and effective business letter, they would be worth 25 per cent. more to me, and I should be willing to pay the full value for their services.'' Five hundred other business men in this city and elsewhere have said the same thing.

Sidney Smart's books will teach you ''correct and effective business English.'' They are the only books ever written which actually do this effectively for grown-up home students. In six months you can visibly increase your earning power merely by giving a little thought to improving your daily letters according to the directions given.

If you order at once you get the advantage of the special introductory wholesale price of $2 for the set of four cloth-bound volumes in a box. IT WILL PAY YOU. Don't put it off.

Very truly yours,

School of English.

Notes

The first of these letters is defective especially in that it does not in any way lead the reader to feel that he needs something of this sort, and that this particular thing is precisely adapted to helping him. He will say, ''Oh, it may be a good thing for some people; but I don't want to go back to school at my age.'' Or he may say, ''There are a great many books on English; but I never saw one that would help me.'' Or, again, ''I know good English is a good thing; but I haven't time for anything that does not bear directly on my business.''

But the worst feature of the first letter is that it is a boast of what had been done. It looks like an attempt to ''rush'' the customer, and he doesn't want to be rushed. It is really no testimony to the value of the books, only

to one's skill in getting people to buy them. · I believe that it is always a mistake to talk about what you have done, or about yourself in any way except to show just what you can do for your customer. A plain statement of what you can do for him, and why you can do more for him than any one else, does not seem boasting. The customer's own interest blinds him. He feels that he would not have confidence in you if you did not speak confidently of yourself. Therefore, in talking to him of his affairs the utmost confidence is required. To one who is not interested, this confidence seems terrible exaggeration; therefore, to boast before the reader is ready for it by reason of his interest is always fatal.

The second letter is strong because it begins by pointing out in the most effective possible way that study of English WILL PAY. The first paragraph is an almost convincing argument on this point.

The second paragraph follows with a clear, confident, firm statement of just what can be done to meet the desire that has been aroused.

The third paragraph contains an inducement for immediate action, and presses the matter right home to a sale.

Two circulars should accompany such a letter as this —a sheet of strong indorsements, and a circular describing the books in detail, giving exact contents, size, etc.

The first letter failed because it made no appeal to the need or want of the customer; the second letter succeeded because it referred to nothing else.

Poor Salesmanship

Here is a man who has a good carriage to sell. He writes a letter saying he has the cheapest and best thing on the market. Then he follows with a letter which begins, "Pardon us for writing you again, but we have not

received an answer to our first letter." In a third letter he begins by saying, "We hope you will not think we are unreasonably persistent." Here is his fourth letter, on the whole the best of the lot:

Dear Sir:

We are sorry that you did not respond to our letter of ——[1]. We shall never give up the hope of securing your order[2] for one of our carriages until we hear that you have bought. Our proposition is too good for you to throw aside without giving it careful consideration.

You want to buy a carriage—we want to sell—now why can't we two get together?

We know that if you will only take the trouble to call we can show and prove to you that we can save you money on your purchase.

We say this because we have faith in our ability to do the same for you that we have done for many others. We base this statement on our many past successes, and on our methods—and on our carriages, that have stood every test to which they have been subjected.[3] We are persistent[4] in our efforts to secure your patronage, but we can not tell you in a letter how earnest we are in this matter, and we want to urge you strongly to give this and the other letters that we have written you thoughtful consideration.

Hoping to have a visit from you soon, we are

Respectfully,

1. This phrase is the biggest kind of business-killer. It puts the man who gets the letter into an antagonistic position at once.
2. The preceding language is stupidly boring.
3. This paragraph is earnest and convincing.
4. Here we get "persistent" for the third time. The

words that follow would be good if this first clause had been omitted.

A Good Letter

The following is a real business letter that is excellent in nearly every particular, and we are not surprized to hear that it brings a great deal of business. It is the third letter in the series. I should, however, omit the words "we are writing you a third time" as a relic of the "persistent" habit. I should omit the first sentence altogether. At the end, the words, "We are going to keep on writing to you until you realize it," is "persistence" of the right sort. It sounds as if the writer were persistent for the man's own good, not for the sole purpose of making a sale. Here is the letter:

Gentlemen:

In response to the request of our Mr. Wiltse we wrote you on September 24 with reference to our dustless brushes, and we are writing you a third time. You know what a nuisance it is to have dust flying about and settling on your desks, papers, and furnishings. It is a filthy, disagreeable, germ-laden nuisance.

You think you can't get rid of it, but you can. Perhaps you think there is some magic about our brush if it will do all we claim for it, but there isn't. Just look at the construction of the brush; a specially prepared row of oil-bearing fibers comes in contact with the dust as you sweep and absolutely prevents it from rising. Doesn't that sound reasonable?

Now, listen! We don't ask you to take our statements as gospel truth. You can have a brush for thirty days for free trial. If you don't like it, send it back, and it won't cost you a penny. We have something here that you need, and we know it. We are going to keep on writing to you until you realize it; but, hadn't you

better just drop us a line and request us to send you a brush on approval by next parcel-post?

Yours truly,
DUSTLESS BRUSH COMPANY.

Notice that in this letter we have the five essentials; fanning up desire, showing how, offer of proof (free trial), the style that stimulates, and easy way to order.

TWO

CREATING DESIRE

The average business man assumes that desire for a certain thing already exists in the customer. If there is no desire, there is no possibility of doing business, he says. If he may safely assume that the desire does exist, all that is necessary is to persuade the customer that you have a good thing.

The fact is, all large success in advertising and letter-writing depends on fanning up desire. Some desire does exist, but in the average man it is feeble. The man does not know how much he needs a $15 felt mattress, a bottle of rheumatism-cure, a pair of hand-embroidered slippers, a book on business letter-writing. You must first of all make him understand why he needs such a thing as this, and needs it badly.

The first step in creating desire is to put yourself in the other man's shoes. Look at life from his point of view. Begin by saying "you," not "I." "I" who write am of no earthly account to "you," the man who reads; but if I can show you what your troubles are, how somebody clever enough may remedy them, and then step in and say I will be the friend to help you out of your trouble, then "I" become very important to "you." But it is essential to start with "you" if I am to end with "I."

Therefore, in letters to sell goods all formal phrases, all apologies of whatever kind, all remote statements, jokes, or catch-phrases are wrong. They kill business. They are a fence between the buyer and the seller.

There is but one sane, salesmanlike way to begin a selling letter, and that is with the customer and his needs, his troubles, his fight for life and success. Show him that you understand him, that you have been in his shoes, that you know all about what he has to contend with, that you are thinking more of his problems than of your own, and immediately his heart will open toward you, he will melt and look expectantly to this friend who understands him so much better than he understands himself.

Poor Ways to Begin a Sales Letter

When we recognize that the first thing in a soliciting letter is to create desire, we can easily see how much business may be killed by the following conventional openings, all of which are in wide use, and all of which are bad:

Gentlemen:

We notice your name mentioned in some of the recent trade-papers, and from the information thus obtained we infer that you are in the market for a steam road-roller. If this is the case, we shall be very glad, indeed, to hear from you, in order that we may submit a proposal on our goods, etc.

Gentlemen:

If you are in the market for a road-roller, will you not write us for prices and descriptive printing? Western Steel Road-Rollers are so favorably known to the trade that you can hardly afford to overlook them when you purchase. Etc.

Gentlemen:

When we recently wrote you we said, Western Steel Road-Rollers are the best rollers made, and that we give our customers the best and promptest service. Etc.

Gentlemen:

We are a little disappointed over the fact that we have not heard from you about road-rollers. We tried to show you why you ought to use Western Steel Road-Rollers, and hoped you would be interested.

Gentlemen:

We know that we can not sell all the hardware that is sold, but we have been hoping that our Mr. Smith would succeed in getting your name on our books. We know that if once you start with us you will like our ways.

Observe that all these letters begin with "we," not with "you." It is worth thousands to any man to establish the "you" habit.

The Right Way to Begin Sales Letters

Dear Sir:

How many circular letters did you throw into the waste-paper basket this morning?

Have you ever considered that perhaps some of your own letters are cast aside in the same way, that they sometimes fail to win the attention and interest of the men to whom you send them?

(This is called the "question method" of opening a soliciting letter. It is one of the best.)

Dear Sir:

All day long, from the morning's whistle to the evening's shutdown, you are figuring on ways to sell more goods. You willingly spend hundreds of dollars to perfect a single idea that will get more business.

And now we offer you a most remarkable opportunity to increase sales; an opportunity to secure, in worked-out, charted form, over 100 complete selling-campaigns —business-getting schemes and ideas that have built up some of the largest concerns in America. And yet we do not even ask you to risk a single penny to secure them. Etc.

Dear Sir:

The grocer has a hard life of it—grinding, digging away for pennies day by day. If you could add $500 to your profits this year, how very pleasant it would be! You could take a larger shop; you could build an extension on your house; you could buy some much-needed furniture; you could present your wife with some furs, or books, or the hair mattress and brass bed she has been wanting so long!

My dear Mr. Blank, I am willing to guarantee to add 3 per cent. to your profit-margin this year—that is, I will save you a clear 3 per cent. if you will order your groceries by mail from me instead of giving the order to the salesman who calls upon you. If your business amounts to $10,000 this saving will be $300; if it is only $5,000, it will be $150, and surely $150 is well worth having. Etc.

THREE

SHOW HOW YOUR PLAN WORKS

Every man values his own judgment. The easiest way to flatter him is to appeal to that judgment.

You first create desire. You make a man feel his needs. When he feels them intensely enough, the reasonable thing to do is to show how he may get out of his trouble. Point out just the steps one after the other.

A man buys rivets of which the heads come off. His machinery falls apart. He doesn't realize how much he

is losing by using these poor rivets, but when you have made him feel he is going bankrupt unless he gets some better rivets, you begin to tell him why rivets lose their heads. They are not made of iron or steel properly carbonized. If he could get rivets made in this and this way, they wouldn't lose their heads, and your customer wouldn't be losing so many dollars by reason of repairs, so many dollars by reason of not satisfying his customers, so many dollars by reason of extra handling of goods. All this great loss comes from the simple fact that the iron was not properly carbonized. It costs a few shillings a ton more to carbonize the iron properly, but what is that compared with the fortune the man is throwing away every day!

You think this all out for this man, but you put it in such a simple way that he thinks he has thought it all out for himself. He has made up his mind to get properly carbonized rivets henceforth or die in the attempt.

How easy then for you to say, "I have them right here at your disposal."

But some business man will say, "My business is too intricate. I can't explain it to every Tom, Dick, and Harry."

My dear sir, the essence of success in salesmanship on paper is the ability to simplify your complicated business into a sentence. Perhaps you know too much about your business to do it. Then get some clever writing, analyzing man, who doesn't know too much, to do it for you. This is the point at which the outsider is of real value.

"Showing How" Useful in Selling Mining-Stock

There is one class of letters in which "showing how" is the main thing and that is the letter for the sale of mining-stock, etc. Every man feels that his judgment

is as good as the next one's in a matter of this kind. Such investments are always speculative. There can be no such thing as "proof," because after the "proof" there is no stock to sell. But the broker can set forth the facts in the case in detail so that any man may form his own judgment. If the "indications" look good to the man who receives the letter, and he is an investor, he will send his money. There is no promise, for there can be none. Every man acts on his own judgment for better or worse. The great thing, therefore, is to give him the best possible chance to judge.

If the following letter were to be sent out promiscuously, it should begin by painting in glowing colors the fortunes that have been made and can be made in mining-stock speculation. When the desire of the customer is fanned up to the proper point, the letter should state the facts in the case. This is a follow-up for the first announcement, but the first presentation should be much the same except that in an accompanying circular full details should be given.

In the next to the last paragraph, the words "We do not wish to rush you into an investment" seem to me ill-advised, and calculated to rouse suspicion just when, probably, the reader is all ready to send his money. The moment he begins to ask, "Have I almost been rushed into an investment?" he is in a bad way. A more tactful way of putting it would be to say simply, "In any case we give you 30 days to investigate, so that you have full opportunity to verify all our statements without losing a good chance by delay."

Dear Sir:

A few days ago, through the medium of our Market Review, we called your attention to the stock offering of the Laguna-Goldfield Mining Company, recommending it as an extra high-class investment. The opinion that we

then exprest concerning it has been amply substantiated by the strike made last week on the Red Top, adjoining the Laguna on the west, followed two days later by a sensational strike on the Silver Pick.

It has been definitely known that the main vein-system of the Jumbo, Velvet, and St. Ives, and the cross-vein system of the Silver Pick and Mohawk centered in the property of the Laguna Company, and it was the opinion of our Mr. Patrick and several other prominent engineers that the Red Top vein also entered this property. The correctness of this theory has been demonstrated by the new strike on the Red Top of a large body of ore, four feet of which averaged $5,000 per ton—the ledge dipping almost due east, straight toward the "Miss Jessie" claim of the Laguna Company. The uncovering of this splendid ore-body places the Red Top head and shoulders in front of the biggest mines in the district, and the stock is to-day worth intrinsically $1 per share or more. Eight months ago it was difficult to place at 15 cents. Thus one more prospect has become a mine—and one of the greatest mines in the country.

With such excellent neighbors, and considering the general direction of the vein-system as above outlined, do you wonder that we are enthusiastic over the prospects of the Laguna Company? To our mind, it has the making of one of the most sensational properties in this rich district, and we are confident that a reasonable amount of development work will disclose a mine of the first magnitude.

Altho recent developments warrant it, the price will not be raised and our clients will secure the benefit. The stock is 15 cents a share. We do not wish to rush you into an investment in this company. But we do say to you—investigate it thoroughly. We are confident you will then join us. If you will send us your reser-

vation accompanied by a remittance of 33 1-3 per cent., you may have thirty days in which to investigate. If you find we have made a single misstatement of fact concerning this property, we will promptly refund your money, together with 1 per cent. interest thereon per month. If desired, you may pay for the stock in regular monthly instalments of 5c. a share.

Our guaranty goes with this offer. We advise you to act quickly, if at all. An immediate investment of a good sum is warranted by the most conservative.

Yours very truly,

FOUR

PROVING YOUR STATEMENTS

First create desire, then show how your plan works so that you will get the indorsement of a man's judgment, and then?

He will say, Yes, that is all very well. That is excellent theory. But how does it work? Has any one else found it to work out in his case as you say it should? We all know that many things ought to work that way which don't.

Now what is proof?

It is not laudatory testimonials.

Praise is a question apart. The thing is, Has any one else, situated as I am, found it to work? The proof is in a statement from some one known to the reader that he has tried this thing you offer and has found that it works. If he tells just how it has helped him, so much the better. There is no praise about it. I wanted so and so. I tried this. It did so and so for me. These are facts, simple, natural, spontaneous facts. They are proof.

There is no better proof than a collection of copies

of checks. Real money has been paid for my goods again and again. How can you get around that?

Next in value to checks are facsimiles of orders.

Facsimile reproductions of hearty letters are next best.

But don't have too many. Often more impression is made with only one or two or three, which give an impression that thousands might be shown if you only would.

One attracts attention, the second confirms the first, while the third begins to be tiresome, suggesting thousands more like it.

Get the Customer's Point of View

The MOST IMPORTANT THING in letter-writing and advertising is probably "getting the customer's point of view."

First, this consists in having something to which the customer will respond. If people don't want Persian rugs, it will be extremely difficult to build up any business in the sale of them.

If some people want them and some don't, you must get a list of names to write to which contains a large enough percentage of those who do want them to make circularizing pay. Any other list is of no account. Likewise in advertising, a periodical must be found that has a large enough proportion of readers who want the article.

These things can be found out only by experiment.

But after it is proved that people do want a certain article that is offered, success depends on talking to them from their own point of view. Exactly why do they want the thing? Success depends on finding out just why they want the article, so that that reason may be enlarged upon. If you don't find out just WHY they want it, your advertising may fail altogether.

In one case, I had a set of practical books on English to sell. I tried to advertise them from the point of view of literary and social culture, but my letters and advertising were wholly unsuccessful. No one wanted the books, however good they might be, for the sake of social and literary culture.

I then advertised them as useful because they would help a business man to produce more effective letters. The very people to whom the first appeal meant nothing, responded instantly to this appeal. The point of view made all the difference in the world.

Many people have a superior article to advertise for which they charge more than some one else charges for an inferior article—harness, let us say. The advertiser says, "I have the best harness that can be made," and he wonders why people don't believe him and don't buy his harness.

The fact is, those who buy harness see before them two kinds. Both look about the same, but one costs less. Of course, the natural tendency is to buy the cheaper harness.

Now the only argument that will have any weight with that man is some sort of proof that the extra cost is even more than well spent—that the higher-priced harness is really the cheaper in the long run. The advertiser must face the facts and talk it out with the man on paper, just as if he had spoken up and said he didn't see why he should pay more for a harness that didn't look any better. And mere statement that the harness was better wouldn't convince him. There must be proof. This may first be an appeal to his reason by showing just how the harness is made, and then giving a guaranty that it will wear so and so long, and finally testimonials that somebody has had one of these harnesses and it has worn so and so long.

In selling a hat, a salesman may often sell a $3 hat by stating, or giving some proof, that the $3 hat will wear three years, whereas the $2 hat will look like a rag inside of a year. That makes a man's head-cover cost him $1 a year if he buys a $3 hat, and $2 a year if he buys a $2 hat.

Again, a tailor may have a particularly well-made suit of clothes for which he wants a certain price. Perhaps he will say it will wear so much longer than a cheaper suit. But the buyer cares nothing for that, since he doesn't care to wear one suit more than so long, anyway. But this suit may also be specially stylish, and if the customer is told the suit is the height of fashion, he may buy it on that account, paying for fashion when he wouldn't for quality. It doesn't much matter whether the reason that actuates the purchaser is a good one or not, it is business to find what reason appeals to him most, and give him that reason as strong as you can.

The customer's point of view can be ascertained only by experiment. And the best way is to get out and talk to the customer personally. Mail solicitation is blind. You never know why the man does not respond, for he will rarely tell you. That is why you must go out and discover for yourself. You must thoroughly understand the customer's point of view, and tactfully adapt yourself to it if you hope to succeed.

How to Handle Testimonials

It is something of an art to get the right testimonials, and quite as much of an art to know what to do with them when you have them.

The first thing to consider is what constitutes a good testimonial.

The answer is, Any hearty, enthusiastic appreciation of what you have or have done for some actual person.

What you have done for one man it is probable you can do for many more, and that actual experience is a better key than any guess you yourself may make.

My method of collecting testimonials is this: I listen for the first word of appreciation that comes to me by speech, in a letter, or at second hand; or for any fact that indicates appreciation such as a special sale, a change in somebody's plans or policy on account of what I have or have not done, etc. Then I write down just what has been said, or select a few sentences from a letter or the like. I make sure that the person from whom I am taking my indorsement will not object to my use of it.

If it is necessary to solicit indorsements, I take my article with me and go and see my friends or any one likely to be interested. I talk my article or plan enthusiastically, suggest the good points, and hope some one will agree with me and say over what I have said. These ideas then become his and he will probably give them the weight of his name.

An indorsement should not be mere praise. The best indorsement is one which says that such a thing is precisely adapted for doing such and such a thing, or that it has done it successfully.

Properly chosen and arranged, a series of indorsements may tell the story in detail of what a thing is and what it can do. The good indorsement makes all your best points, but in the words of some one not the seller. Your series is not complete till you have a signature to every separate argument you make or fact you state. Take up these points one by one and look for backers for them.

Most good indorsements are buried in letters relating to various subjects, and have to be extracted. They should be rearranged by the advertiser so that they will

seem to make a complete letter which says just what you want and no more. This selective rearrangement of the matter in a letter is legitimate, and those who are willing to let you use their names at all will consent to the use of a letter amended in this way.

As I have already said, indorsements should be looked for not only in somebody's words of praise, but in interesting facts. The merest order for a bottle of a particular wine from the Czar of Russia would be the most useful possible indorsement. A newspaper may strengthen an advertisement of its cable-news service by printing a facsimile of a bill for cable-tolls if the amount is large. If an especially big order comes in from some well-known house, the check may be reproduced;* it is a mute but powerful witness to your claims. Suppression of name or address from an indorsement usually operates not only to kill the value of what is said, but even to cast suspicion on other statements.

And here is a most important note to make: Any irregularity that tends to excite suspicion may instantly overcome the entire force of the best possible array of printed indorsements. The thing a man can readily see with his own eyes is the greatest witness of all for or against you.

FIVE

MAKING A MAN FEEL LIKE ORDERING

After all, a man acts more on feeling than on judgment. If you make him feel like buying he is pretty sure to buy, but if he does not feel like it he won't do it even if he knows he ought to. He'll let it go till next time and then he won't do it at all.

* If photographing is objectionable, a copy in ordinary type will serve the purpose. It is more impressive than a mere statement of the amount received.

The first thing to do to make a man feel like ordering is to write with extreme energy. If you are supremely energetic, the reader gradually gets into your energetic frame of mind, and as he gets more and more energetic he wants to do something to let off his energy. What more natural than that he should let off that energy in placing an order with you. He does it because he feels he must do something, and that is the easiest thing to do. Then he thinks with energy what a tremendous amount of work he will do with your machine when he gets it. He wants a machine like yours to work off his energy.

Energy in a letter is a trick of style, but it consists at bottom in being exceedingly energetic and intense yourself. To write in an energetic style, get into an energetic mood.

Next to energy, probably the best thing to make a man feel like buying is the confidential spirit, the spirit of friendship and trust. Another way of putting it is to say that it is magnetism in speech and in writing. The secret of this magnetism is probably self-restraint. If you know a million times as much as you show on the surface, and yourself realize that you know all this, you will somehow contrive to make the other fellow feel that you know far more than you have spoken of, that you can do for him far more than you claim, because you have seemed to say very little and that just the right thing, when it is very plain that you could say so much more. You do not exaggerate in any word or phrase. You carefully refrain from exaggerating. The reader feels the restraint, and he is curious to know what good thing you have kept back. That makes him feel that he wants to know you better.

And then men are made to feel like buying by the chatty, good-humored style. It is largely a matter of

the style, the way the words read, the way they sound when read aloud.

A Clever Business-Winner

The following letter, put out by a well-known house, has been laughed at as an absurdity. To date a printed form letter as "Wednesday Evening, 8.30," and talk about sitting up late at night to get the letter off, seemed the height of the ridiculous.

It was a business joke, however, which the business men who received it appreciated, and it was rewarded by a stack of four hundred remittances within a very few days. Dozens of men who had no earthly use for the book sent in $2 because the letter tickled them so they couldn't keep quiet until they had done it.

This letter in a peculiar way made the men to whom it went FEEL like ordering, and they did order. There was no proof, but the letter was sent to old friends. Had it been sent to strangers it would doubtless have failed.

Mr. Smith's Office,
Wednesday Evening, 8:30.

My dear Mr. Sprague:

In order to be absolutely certain that this letter is mailed to you to-night—and to a few more of our warmest and oldest friends—I have given up almost an entire evening to it. For the matter I am writing you about is unusually important; and I want to hear from you about it before I leave for New York on Thursday.

I will receive from the printers Thursday a few advance copies of J. M. Coates's "How to Make a Factory Pay"—a business book that I honestly believe will save you more money—will do more to protect your whole business system—than any other book in print.

I intend to make arrangements in New York to adver-

tise these books throughout America, but I want to distribute these advance copies among our oldest subscribers, that I may know their opinions.

We have issued no printed matter about "How to Make a Factory Pay." But even a volume of printed matter could not show you the value of this book as will the book itself. So I want to send you the book. I want you to see for yourself how it tells clearly—fully—explicitly—exactly how to manage and systematize a modern business.

But I do not expect you to buy it. I merely want you to look it over AT MY RISK and let me have your frank opinion of it. If you send it back I shall be just as thankful to you as tho you had kept it—and even more satisfied than if you had never sent for it at all. For the frank criticisms from these friends of ours mean a great deal more to me than the mere profit on the sale of these advance copies.

You would willingly risk a dozen times $2 for a single plan that would reduce your factory costs alone. Yet this book contains twenty-two money-saving plans that will reduce expenses throughout your whole business—plans of managing and operating a factory—plans of hiring and handling employees—plans that will check every leak and eliminate every waste in your factory and office. And I do not ask you to risk one single penny to secure them.

Merely send for the book ON APPROVAL. The $2 you forward will not be regarded as a remittance, but as a deposit—a deposit that can be withdrawn as easily as you can withdraw your bank-balance. And then, if any single chapter alone is not worth ten dollars to you, I will not only return your $2, but I will remit in all $2.10 to pay you in addition for your postage and trouble in looking over the book.

Think of it! $2—the mere price of a handful of cigars—for the lifetime experience of the highest-salaried factory specialist in the country! And when I make an offer so fair and liberal—when you do not even run a risk in sending for the book—can't I send it to you for criticism next week?

Merely attach a postal order for $2 to this letter—post to-night if possible, and use the envelop enclosed.

Yours very truly,

A. W. SMITH.

There is a feeling on the part of modest people and of old and conservative business houses that it is *infra dig.* to write a really personal letter to the public or to business customers. This letter has been lampooned as a ridiculously personal attempt to bamboozle. The fact remains, however, that it got the business, and the hard-headed business men who received it were glad to get it.

It is true that fakers talk and write so cleverly that they sell worthless things to thousands of people, for it is only a clever man who can sell a worthless article. Good articles sell themselves to a certain extent; but why shouldn't the legitimate manufacturer or salesman talk just as earnestly and just as cleverly about his good article as the faker does about his poor one?

If you really have something good, write in the earnest, enthusiastic, personal way that brings orders.

SIX

MAKE ORDERING EASY, SAFE, AND QUICK

Tho you may excite a man's desire, tho you may successfully appeal to his reason, and prove your case, and make him feel like ordering, you may lose all unless you clinch the order on the spot. And this can be done only by making the way to order easy, safe, and quick.

When I send out circulars I say, "Pin a dollar bill to this letter and send at my risk in the enclosed envelop." The man's name and address are on the letter I send to him. In my letter are all the terms of the contract. He does not have to write a word, or look for an envelop and address it, or go after a postal order, or write a check. He puts the dollar in the envelop with the letter, seals it, stamps it, mails it. Nothing could be easier. I tell him just what to do and he can hardly resist my command. He wants to obey and he does obey.

But I want to make it safe for him. I therefore tell him he may have his dollar back for the simple asking. He sends it on deposit. He takes no risk whatever. He can back out later if he changes his mind. Why should he think it over now, when he will have all the rest of his life to think it over and to back out if he thinks he ought to? It is not only easy and quick, but it is safe, and there is no need for the cautious to worry.

In my opinion it is a great mistake ever to encourage delay of any kind. Make your letter such that it will work the buyer up to the buying-point, and then clinch him on the spot or never. Get something out of him that commits him. Once a man is committed, it is hard for him to back out. This is the way the canvasser does, and this is the way the letter salesman must do. Make every advertisement get orders. All inquiries ought to be orders. Make letters get orders, for what are inquiries worth? The very name indicates a possibility, and the reader of your letter will never feel more like buying than when he finishes reading your letter. Let him pass the thing for a day, and he will probably pass it for life unless you go after him again in the same way.

In my judgment a letter which does not bring quick returns is of little or no value.

Clinchers

Canvassers know that the art of clinching an order is not an easy one. Some never learn it, and so fail completely, tho proficient in every other respect.

Clinching an order by mail often requires a clinching device.

A very usual device is "wholesale price for a short time only." A fictitious price is made to be cut. This is so usual that buyers seem to expect it, and are not satisfied unless they get it. They know it is fictitious in many cases, but there is always that possibility that the price may change suddenly and so action should not be delayed. This is a good clincher.

It is very usual to give a small and inexpensive premium for an immediate order.

Sometimes a discount is given for an order within ten days.

Letter to Clinch Orders

Good letters to clinch orders are not common. The following has been used with success by an American correspondence school (personal signature of the author of the system), when sample books on Business Correspondence have been ordered on approval with deposit of $1, subject to return:

Dear Sir:

I have received the dollar you sent, and enclose the first instalments and full outline of the Smart System.

Notice—

1. There are no lessons or exercises to prepare. You apply the suggestion directly to the letters you are writing every day, and if you wish you may send two bundles of carbon copies to me for criticism.

2. If you want help on special letters, I will either

rewrite entirely one or two letters, or give you twice a general criticism of your follow-up system. This service is worth twice the cost of the system.

I can't teach you how to run your business. But I do know what human nature is, and how to line up words so they will make people send you business, so far as any words will do it. Let me add my general knowledge to your special knowledge and win.

Send the remaining $9 to-day and let us get to work. If you prefer, you may send $2 now, and $3 a month till you have paid $12 in all.

A prompt answer will be appreciated.

Cordially yours,

This letter is followed by an invoice, and a week later by the following letter:

Dear Sir:

Please let me know by return mail whether you will keep the books of the Smart System in Business Correspondence which you have already received, and will remit for the balance. If I do not hear from you within a week, I shall assume that you want me to draw on you.

Thousands of business men are testifying to the genuine value of this work, and my services as a letter-expert are worth more than the $10 the System costs.

Cordially yours,

P. S.—If you will mail a check this week, I shall be glad to send you without charge any one of my new books, Dictionary of Errors, How to Read and What to Read, or Business Letter-Writing. Let me know which you prefer.

SEVEN

TURNING ADVERTISING INQUIRIES INTO ORDERS

Successful advertising should come as near making the sale on the spot as possible. If the amount of money is not too great, and sufficient space is taken, a postal order will be mailed as soon as the advertisement is read. To effect that, the five steps I have previously mentioned must be without flaw—attention attracted, attention fixt on something really desired, the how of it explained, proof offered, the price and easy method of getting it indicated. Omission of any one of these steps will spoil the advertising.

If the amount of money involved is too large for the average man to take the risk on so small a showing, the price may better not be given, but inquiries invited. It is to be remembered, however, that every inquiry costs money to follow up, and many inquiries are not nearly so good as a few orders.

An inquiry may be counted for the first item only—attention. A good answer to an inquiry must do effectively the other four things—it must fix the attention, and this may be done by showing a man just why he wants the article or service offered; it must show the customer just how the appliance or scheme works; it must offer proof; last of all, it must indicate the price and the easy way to order and get started on the happy road to possession.

This means a letter, first paragraph of four or five lines pointing out just why the customer ought to be interested, second paragraph showing just how the thing applies to his particular case and what it will do for him, third paragraph giving price and method of pay-

ment. With this letter goes a testimonial page offering proof. There are two good kinds of testimonials—indorsements from well-known persons whose judgment is accepted, and signed statements from those who have tried the thing and have been helped. Both are good—the first applicable to high-class and genuine offerings that are very strongly indorsed, the second for lower-grade products or schemes for which the very best indorsements can not be commanded. The best indorsement is that of the well-known man or woman who has himself tried the article and been helped. PROOF OF SOME SORT IS INDISPENSABLE.

EIGHT

FOLLOW-UP LETTERS

The science of canvassing by mail is just beginning to develop and we do not know as much about it as we shall in a very few years.

In preparing a series of follow-up letters these principles are safe to stick by:

1. Before you can argue with a man you must get his attention. If you advertise and he answers your advertisement, that is accomplished. What should be done in circularizing a list of names we shall consider later.

2. When a man has indicated that he will listen to what you have to say, then you should fill him up with the best arguments you have. This, the principal follow-up letter, should be long, as a rule. The ideal way is to put everything into one letter. In any case, avoid just as far as possible separate circulars. If a man opens a letter and finds a handful of circulars inside, he is likely to throw them all into the waste-paper basket. If he finds only one letter, he will probably read it.

Here is a good plan: Print your circular letter on one

side of a letter sheet; print your testimonials on one side of note-size paper of a different color; print statistical circular matter or any necessary collection of information on the second page of a folder letter; tip (paste) the testimonials lightly at the top of the letter in front, to the right, so that they will not conceal the address of the letter, but can not avoid being seen. You then have only one document; the testimonials have a prominent place where they are most likely to be read; and the circular information is convenient without being obtrusive.

3. The letter itself should be earnestly and convincingly written by one who knows and feels the value of what is to be offered. The person who writes the letter should have been talking the subject with success, and should be enthusiastic. If that person does not have the skill to write a good letter, he should do the best he can, and then let some one else revise it for him.

The first thing in such a letter is to show the reader how he will benefit by what you have to offer. For example, suppose you are selling a fire-extinguisher; it is not enough to assume that a man feels strongly the advantage of such a thing. He feels but vaguely. You must make him feel vividly.

Letter to Sell a Fire-Extinguisher, Sent With Catalog on Receipt of Inquiry

Dear Sir:

The enclosed catalog will fully describe the "Sure and Easy" Fire-Extinguisher, about which you inquire in your letter of Jan. 10.

Did you ever have a fire in your house or store? If so, did the insurance really make good your loss? If you had had something handy, right on the spot, could you not have stopt the fire before it did much damage?

You are always the loser by a fire, however well you are insured, for insurance does not cover injury to your business, nor all the discomfort and inconvenience that go even with the smallest fire.

Nine-tenths of all fires could be put out before much, if any, damage were done—IF YOU HAD SOMETHING AT HAND FOR INSTANT USE. The trouble comes from the few minutes in which you are turning in the fire-alarm, getting a bucket of water, or running for a blanket.

And then think of the horror of having your wife or daughter or child, or even your servant, burned to death by reason of dresses catching fire!

Perhaps you do not know that you can prevent these accidents VERY EASILY, and at small cost.

The "Sure and Easy" fire-tube contains a perfectly harmless powder. It is just large enough around to fill the hand, and hangs on the wall in kitchen, shop, or factory. The ring by which it hangs is attached to a friction cap. All you have to do is to catch hold of the fire tube and give it a jerk from the hook. This pulls off the cap and you dash the powder over the fire, which will be instantly extinguished. The heat liberates carbonic acid gas in large quantities and that smothers the fire.

This powder is far superior to water for many reasons: First, if a lamp explodes and the oil catches fire you can not put out the blaze with water, because the oil floats on the water and burns all the more fiercely; second, you can't put out any blaze with water unless you have a drenching shower, and to get that requires time, even when you have a good hose playing (water puts out fire only where it touches, and it is not easy to make it touch many spots at one time); third, water often does far more damage than fire itself, spoiling wall-paper and upholstered furniture, carpets, etc. The "Sure and

Easy'' produces a gas that can not possibly do any harm to anything, and it instantly penetrates to every corner, for gas, unlike water, tends to diffuse and spread in every direction.

What is more, this fire-extinguisher is unobtrusive and occupies small space. You can paint the tube the same color as the woodwork, with only the word ''Fire'' standing out in red to attract attention. The tube may hang there unused for five years, and the powder will be just as good then as the day you put the tube in place.

That this is a practical device is testified to by the fact that tubes of this kind are required on every theater-stage, in every passenger-car, in every factory, in every crowded department store, even when fire-hose is also required. Just read a few of the stories of how these fire-tubes have saved thousands of dollars' worth of property and scores of lives!

There are many inferior powder fire-extinguishers on the market, of some of which you may have heard. The other day there was a test at the works of the Deering Soap Company. Four brands of extinguishers were tried. A bushel of rags was saturated with a gallon of gasoline. After the fire had been burning one minute and was a fierce blaze, the test was made. The liquid extinguishers produced no effect whatever on the fire. The rival powder extinguisher failed to work because the powder was caked and would not come out of the tube. Age always cakes inferior powders. The tube of our powder that was used had been hanging for two years in a damp place and was all rusty on the outside, but it instantly extinguished the fire, and it was the only extinguisher that did.

You ought to have a ''Sure and Easy'' extinguisher in your kitchen where the cook can use it; one or two in the cellar wherever you have a furnace, straw, shavings,

or oil, and one on the inside of every closet door within easy reach in case a lamp explodes, a candle drops burning grease or a lighted match touches a curtain or dress.

The "Sure and Easy" costs only $3. We pay carriage to any part of the United States. We will pay $500 for information of any case in which the "Sure and Easy" fails to work. Send your order to-day; you may have a fire to-morrow.

Very truly yours,

A good testimonial sheet is very important with this letter. Testimonials should tell of real experiences or tests by well-known business houses.

NINE

SECOND FOLLOW-UP LETTER

Every step in an advertising campaign should be distinctive.

First comes the advertisement to attract attention (or whatever may do that), short, sharp, and pointed.

Then comes the first follow-up letter—a full and complete exposition of the subject in hand, with no sparing of words.

The second follow-up letter has its particular office, too. It must force a decision. In a certain case the second follow-up is a telegram, speaking of an exceptionally favorable opportunity to buy at a bargain, and asking for reply by wire. Tho costly, it is effective in forcing a decision. It is extreme, however.

The second follow-up letter should be quite different from the first. It should be shorter, on different-colored paper, with different style of type—otherwise the man who gets it will say, "Oh, another letter about that project—I know all about it already!"

The style in which the letter is written and its purpose are different, too. Objections must be answered—yet without formally stating these objections, lest you suggest them to the customer for the first time. Besides, it should try to induce a decision at once.

There must be no repetition of what has been said already, for the moment he scents repetition the reader is likely to throw the letter down. Tho it harps on the same old theme, it must be contrived to seem to be fresh. A second follow-up letter is too often a mere repetition of what has gone before. Writers do not reflect that it has a purpose of its own, and it must have a well-developed style of its own.

A good second follow-up letter is probably more difficult to write than a first, for there is more art required. It must be crisp and entertaining. The first letter gets the "easy" ones; the second is intended to get those who are not so easy. At the same time any mistake in the first part of the campaign may entirely spoil the effect of the last letter. It is the last link in the chain, and of no use whatever unless the other links are sound.

Therefore, before writing a second follow-up letter carefully study the impression made by what has gone before, and adapt the new letter as closely as possible to completing the impression.

Illustrative Letters

1

Dear Sir:

"If I had only done it sooner!" exclaims the man who has taken no precautions against fire until the fire occurs.

Have you even a Fire-Tube at hand to check a little blaze if one occurred in your house or place of business? Is it not culpable carelessness to put the matter off?

Your insurance will not cover your loss—it can't as insurance business is now done. And what inconvenience, worry, and possible personal injury to yourself or family may result from neglect!

You know our "Sure and Easy" fire-tube has been thoroughly tested for the past five years. It is quick; it is positive; it injures no fabric, paper, or furniture. Anybody can use it. It is always good till you have a fire. Nothing could be simpler, nothing cheaper. The insurance it gives you costs you only the interest on your small investment—remember that—not the whole outlay. What is the interest on $3, $6, or $9.

Better send us a trial order to-day. If you are a doubter, speak up and we will soon convince you. Just give us a chance by writing to-day.

Very truly yours,

2

Dear Sir:

For the last time you can get one free.

We mean the handiest, simplest, most unique little filing-cabinet that ever saved the time and temper of a busy publisher.

We mean an "idea-classifier"—a "price-list preserver"—a "clipping-saver,"—so convenient and compact that it has induced 15,000 of the brightest, brainiest business men to use it in preference to scrap-books and pigeon-holes! A busy man's store-house, in fact, that will keep and arrange forever nearly all your small papers—all the precious little scraps, memos, and notations that you so often mislay, yet so frequently need to refer to—right within 30 seconds' reach!

Speak now!—for this is your last chance. And when this offer is finally withdrawn February first, it will be

withdrawn for all time. Not even J. P. Morgan himself can get one free after that.

For "THE BUSINESS MAN" has decided that from now on no more desk-premiums of this kind shall be offered with this national business man's magazine. And only to the "chosen few," the former "BUSINESS MAN" subscribers,, the friends and customers of Mr. Smith, are we writing this letter, offering them this one more chance—this final opportunity to get one of these convenient mental-treasure-boxes and idea-savings banks for nothing.

So it is free to you until February the first—free through your year's subscription to "THE BUSINESS MAN," the business magazine. And best of all, even "THE BUSINESS MAN" is no expense. For tho you place $2 in your subscription, it is not $2 spent. Not by a long shot! It is $2 invested—invested where it will be returned to you many times over in the course of a year.

And consider this!—every single issue of "THE BUSINESS MAN" during 19— (260 pages in every number, note you) will be packed with money-making ideas. Famous business Napoleons, sales-managers, and business engineers known the world over will contribute money-making articles on all phases of business-getting and business-keeping;—on buying, selling, advertising, credits, factory costs, etc. And every individual article will be a live, stimulating dynamo that will help make your business hum.

But only a few Brain Boxes are left, and you will have to act to-day if you want to get yours.

Wrap a $2 postal order in the circular enclosed, sign your name and address in a good clear hand, and post it to us while you have it in mind.

A full year's subscription to "THE BUSINESS

MAN'' and a Brain Box dispatched to your address, remember, and your satisfaction guaranteed or your money back.

Yours very truly,
"THE BUSINESS MAN'' COMPANY.

This letter has the touch of genius in the tone of pressing personal appeal, the fetching imagination with which it is written.

It also illustrates the rather bad habit of always putting in capital letters the name of your brand. I doubt the usefulness of it.

TEN

STATIONERY AND PRINTING FOR CIRCULAR LETTERS

The conventional advice is to get the best—that good stationery and printing always pay.

But business men know that this is not true. It often happens that poor stationery and printing pay better than good in certain classes of mail-order business, because the class of people reached feel more at home with the poor, and get an impression from it that the article offered is somewhere within their range, about which they need not feel, "That's too good for me."

Another thing: Stationery and printing in the mail-order business are big items of expense.

Good taste and good judgment in choosing are more important than spending money.

As pretty pictures and handsome designs are now conceded in magazine advertising to bring few orders, so I believe costly circulars and expensive paper do little real business in circularizing.

The best way to judge one's standard is to consider what kinds of stationery and printing are commonly used

by one's customers. If they are business men and write on average business paper, average paper I believe to be good enough to write to them on. If they are small shopkeepers and write on pads with a pencil, the very cheapest stationery, if got up in a neat and businesslike style, is good enough. If they are bankers and brokers who write only on the best bond, with engraved heads, it would be a sad error not to reply to them in the same style.

Bankers and brokers should use the best white bond (colored paper is taboo), with severe, neat heads, engraved if possible. Bond paper good enough for any should be bought for 12 cents a pound, however, and the weight need never exceed six pounds to a ream of 500 letter-sheets, while five pounds is a good weight.

Bond paper costing from 6 cents to 12 cents is very common, and the weight is usually only four pounds to the ream of 500 letter-sheets.

For process letters "flat" stock is much better than bond, because it gives a better match between the body of the letter and the typewritten address. Moreover, as it is cheaper per pound, a heavier weight is possible. Paper five pounds to the ream is the lightest that should be used.

I employ a very high-grade bleached manila that costs me less than 6 cents a pound, and I get more satisfaction from it in every way than from any 12-cent bond. Cheap manila will not do. It reminds one too much of wrapping-paper. But there are good pure white manilas. I prefer a slight tint, as of parchment, amber, or even light blue, but the tint should be faint and not at all pronounced. A faint tint helps to get a good "match" in a process-letter.

In circular work expensive papers usually do not pay, nor do I believe much in elaborate pictures printed in

many colors. Neatness and general good style are the important things. What is said counts much more than the manner of printing.

It undoubtedly pays, however, to employ the latest, fashionable faces of type. If a business man can not get these from his printer, it will pay him to buy two or three good new faces for his particular work.

Another important thing is ink and presswork. Many printers buy cheap ink, and it will often pay an advertiser either to buy his own ink, or make his printer buy a certain grade of ink which he specifies for his work.

Then the presswork should be done with a good pressure, and ink enough used to cover the face of the type completely. Large black surfaces with the paper showing through where the ink ought to be, are very objectionable. This "gray" printing is due largely to poor ink, and then to poor presswork. Ink and presswork cost very little any way, and the best is none too good.

Then it will pay to tone down intense blacks by mixing in 15 per cent. to 20 per cent. red or blue, which softens the color and harmonizes the work, making it far easier to the eye.

Likewise the tint of the paper should be soft, and tone in with the ink. A blue white is hateful, and so is a dirty white. Natural tint or a warm, pure white is best. The latter is the popular color to-day.

ELEVEN

PREMIUMS

I am thoroughly convinced that premiums have an important part in doing business by mail. They may be overworked, but the argument of some houses, that the buyer pays for the premium and gets inferior goods, is not sound.

An ideal premium is one that many people want but which costs the giver very little—far less than it would cost the retail purchaser. For example, New York *Public Opinion* used with the greatest success a portfolio of pictures that actually cost 20 cents but would fairly retail for $5. The $4.80 saved the purchaser was a great business-builder, and it was the cheapest kind of business-builder that could be used. A bookcase costing $1, but worth at retail $10 if given with a $40 set of books would be an admirable way of stimulating sales, and a cheap one.

Many business men give a discount of 2 per cent. for cash. On a $10 collection I offer a book that costs me 10 cents (1 per cent.) all told, but which is worth at retail 75 cents (7½ per cent.). It costs me less and pleases the customer better. When I want a quick collection I threaten in the body of my letter and soothe in a postscript by the offer of a premium for immediate payment. The letter is very short and simple, but it pulls the money in.

When you have to write often to a dealer, for example, about something of which you can say very little that is new, the only possible way to keep up the interest of your letters is to attach some premium or special offer of which you can talk hard and strong, and that will rouse an interest which you can carry over to your own product of which you speak hard and strong in the last part of your letter. A premium gives the possibility of constant novelty.

The best premium is usually one of your own manufacture, which costs you the minimum. A really valuable or costly premium is theoretically and practically a grave mistake.

In using a premium, any talk about it except to attract or fix attention is also a mistake. When the importance

of the premium overshadows the article to be sold, it is high time to cut the premium out entirely.*

In general, a premium is a solid, material form of the advertising catch-line, and it is just as well worth while for the advertising manager to spend his time hunting for a good premium as for a good advertising catch-line.

Letter to Get a Trial Wholesale Order on Approval—Premium

FREE

One Dozen Whisk Brushes with Broom Order

Lee & Stewart, Ltd.

Halifax

Dear Sir:

Your customers want GOOD HOUSE-BROOMS, the best brooms made.

We can supply what are unquestionably the best brooms made in Canada for exactly what you are paying for ordinary common brooms.

Our brooms are unusually free from seeds.

They don't have hard sticks instead of broom-corn.

The color is perfectly natural.

Our "Little Polly" is a light broom with a dandy handle—color won't come off in years, something that is true of no other broom-handle we ever saw.

We want to get acquainted with you—we want to number you among our friends, and to that end we are prepared to make a special LIBERAL OFFER for a trial order.

We will include ONE DOZEN GOOD WHISK BROOMS free. Yes, FREE.

* The letter on page 226 would be considered by most publishers as a fair illustration of this fault. It was successful in selling filing-cabinets—but how much value would the subscriptions have? Each man must judge for himself.

On five-dozen order (assorted as you like) we *pay freight.*

If you like us and wish to keep on and use 25 dozen at various times within a year, we will take off 4 per cent. special discount for quantity.

We ship AT OUR OWN RISK—you can send back at our expense anything, at any time, which you do not find entirely satisfactory.

So it costs you absolutely nothing, involves no risk whatever, for you to make the trial, and you may be so well pleased you will be sorry you didn't know us years ago.

Just fill out enclosed return post-card and let us have it by the next mail. Won't you? Ask your wife. She'll tell you to. Yours for Good Brooms,

TWELVE

WHAT CAN AND WHAT CAN NOT BE DONE BY MAIL

Many failures are made because people do not understand the range of possible accomplishments—what can and what can not be done.

First, letters are at best far weaker than personal canvassing, so if calling on customers will get 75 per cent. of orders, writing letters should get about 7 per cent. Canvassing letters have to be sent out 500 or 1,000 or more at a time to make the results observable, while ten calls will give a good "line" on any proposition.

Canvassing by mail has the advantage that it may be done on a small or a large scale with proportionate results, and that the genius of one man may be sufficient for success, whereas a personal canvass requires an organization of men of talent, and such an organization is

very difficult to secure in the first place, and still harder to maintain.

The disadvantages of canvassing by mail are that results are limited. The number of periodicals in which it will pay to advertise is invariably circumscribed. Ten per cent. of paying replies to a circular letter, even on a very low-priced proposition, is usually the extreme, and 5 per cent. is considered good. On a $10 proposition 1 per cent. is fair, 2 per cent. most excellent. With such a proportion, the number of names you can get is not large enough for maximum results as compared with personal canvassing, in which the percentage of returns is much higher.

When two or more different persons have to get together to decide a question, it is often very difficult to accomplish anything by letter, because you can not possibly know who is the key to the situation—the man who in reality has to be persuaded. In soliciting newspapers I found the best letters ineffective because the business manager, the managing editor, and the proprietor usually had to agree before an order was given. Personal calls on these same people brought orders because we could then find out which one was favorably disposed and where the hitch was, and use the favorably disposed man to overcome the man who made the hitch. UNLESS

If it is possible to get an order from every second man or house you visit, personal solicitation is far cheaper than mail solicitation. If orders are much scattered, mail solicitation is obviously cheapest. With most manufacturers a combination of both methods is usually desirable—personal solicitation in towns, letter solicitation in the country or places where it is not economical to travel.

In covering a given territory by mail, it is necessary to count at least ten letters to every single personal visit, and each letter must have something fresh about it at that.

If a subject is at all out of the ordinary, it is important to prepare customers for personal visits by letter education, since it is much easier to put a clever argument in writing than to teach it to a solicitor. The average canvasser or traveling man is usually not successful except with a very simple story which he can repeat many times. It is easier to mail a million letters than to teach an argument to one hundred canvassers.

Importance of Testing Every Letter or Piece of Advertising

People may say what they like, advertising has an element of chance in it which can not be eliminated. It is more or less of a gamble in one sense of the word only. This may fail and that may succeed, and no man can tell in advance what the result will be; but it is true of all business that some ventures pay and some do not. We try, on the smallest possible scale, each new idea. Those that succeed on a small scale we try on a larger, and those that fail in the experimental stage we charge off to the general advertising expenditure.

By systematic experiment it is possible to prove clearly whether a thing can be advertised or not. If you

prove that it can not be profitably advertised, that is one form of success. If you find out by repeated experiments what is the best way of advertising without risking more than is absolutely necessary, then you can go out on a large scale and be sure of final profit.

It is possible to find out at small expenditure, say $50 to $500, whether a successful way can be found or not. If you are not to succeed, you want to know that just as much or even more. The trouble is that many business men think everything looks promising, don't see how they can fail, and go ahead as if they knew they would succeed. Then to their surprize they fail, and where they might have found out for $50, they have spent $500, or if the experiment could have been made for $500, they have spent $5,000.

In the case of every circular letter a test is also important. One concern that sends out four million letters a year keeps one man busy all the time writing letters and circulars, and trying them out. Not one letter in ten really pays. But when the one out of the ten can be sent to a list of from five thousand to five hundred thousand, a good profit is made out of it.

Futility of the Conventional Follow-Up

There seem to be three steps in the development of a business man toward acquiring a proper follow-up by letter.

A vast number of business men pay little or no attention to answering inquiries. Many letters they do not answer at all. When necessary they write a few words themselves with a pen. The first sign of progress seems to be buying a typewriter and employing a typist. This provides the machinery for answering all letters that come in; but thousands who do have this machinery for answering letters do not go any further, that is, they never follow up the inquiries they receive.

The second step seems usually to be the writing of a brief letter asking why the first one was not answered. This is developed often into a series of three letters, or possibly five. The business man applies to an advertising man or letter-expert to write for him a series of follow-up letters. The first answer to an inquiry is a salesmanlike letter, accompanied when necessary with a circular or catalog and testimonials or proof of some sort, and provision for easy ordering. But the second and third letters written under such conditions almost invariably are weak repetitions of the first letter, and observation will show that they bring little or no business.

I would never employ any expert to write a series of three letters for me at one time. A man exhausts himself in writing the first letter, if he makes that letter what he ought to, and the succeeding letters simply can not be of real value.

The only way to get a good second letter is to wait until you can think of some quite new method of making an appeal, and going out the second time with even more vigor, more completeness, and cleverer devices than the first time. Test that letter just as the first is tested, and if it doesn't pull, certainly do not continue to send it out. Drop it and try to think of some other scheme.

Making an Argument in Bits

When the importance of the business is such that it necessarily takes the customer some time to make up his mind, as, for example, when an expensive machine is to be bought for which money has to be specially provided, or a regular customer of a competitor placing orders all the time has to be won over to a new concern, or anything that takes time to be decided, a series of letters is inevitably required, just as a salesman will go and talk

about the matter a little to-day, and a little more the next, and so on.

In that case it is necessary to get the attention of the prospective customer by some original advertising device, and once that has been secured, the extensive selling argument must be made a little at a time, as the mind of the customer can digest it, with artful repetitions so that none of the points are forgotten, and finally at the right time a determined effort made to close. This is merely spreading the original sales-argument over a period of time, but the whole will correspond to the single complete effort in one letter when it is possible by one letter to close a sale.

Seasonal Canvassing

A list of names obtained by advertising may often be worked again for years, on the general theory that if a man is not ready to buy this year, next autumn he may be in the market, and if he is you should be on hand to take his order. Also, if one offer did not quite fetch him perhaps some slightly different offer will be more successful. Or it may be that he was too busy to read your first letter and will get your second, third, fourth, or fifth at some psychological moment when his faculties will respond. But in all such cases, each letter should be carefully thought out on its own basis, no reference usually should be made to anything gone before, and the efficacy of the letter proved before it is sent out to more than 500 or 1,000.

Assignment XX. Executing a Sales Campaign

The preparation made in the preceding assignment we will now carry out in detail with a view to making it win.

Hard thinking is absolutely necessary to business

success, and we must learn to do a little work with extreme care and thought rather than much work superficially. The work of this assignment done superficially can be nothing but a failure. Almost an unlimited amount of time can be put into an intensive study, going to the possible customers in person, talking to them so as to get new points of view or new phrases, and then rewriting the few important lines which are our task. This will be a circular letter to be mailed to a list.

First, we will prepare a paragraph to create desire for the general thing or idea which is the object of our sales effort.

Second, we will prepare a paragraph briefly stating in what way the thing we have to offer will fulfil the desire we have created.

Third, we will prepare a paragraph giving the best proof we can gather, and this may be supplemented by a circular containing a small collection of good testimonials or proofs of some concrete kind.

Fourth, we will prepare a plan for making ordering easy, safe, and quick, with an order card if necessary, and a clinching paragraph to close.

Each of these items should be made the sole study of not less than one day, after a preparatory day spent on the corresponding section in the text.

Then we will reshape our advertisement, and after doing so prepare letters to turn the inquiries received into orders. This will be a new, complete sales letter based on our circular.

Finally, let us plan a sales letter, new in character and wording, with which we use a small premium to get quick action.

A month may well be spent in doing this assignment over and over until this one type of letter on this one subject can be written supremely well.

Success with this work will depend to a large extent on selecting a line of business or a particular subject for sales-letter writing on which the student can find sufficient material. Those who have had business experience may choose the lines of business they know; but those who have not may perhaps best take up the preparation of circulars and letters to sell this book.

At the end of Part V on Personal Salesmanship will be found a complete canvass for the sale of this book, and through the preceding pages of the text there are numerous letters that were actually used for a similar object.

The most useful material, however, will be that which the student can find for himself through his careful study of the book, and then going out and canvassing business men and others to purchase it. The sales-letter writer will never succeed until he forms the habit of going out to see people with his own eyes and getting his information at first hand. It is only first-hand information that can be fully relied on.

PART III

MERCHANDISING

MERCHANDISING

MERCHANDISING consists in finding out what people want, and where they want it, then in producing the goods or services in a satisfactory manner, and finally in selling them at a profit by salesmanship and advertising. Unless the first two conditions are right, no permanent success can be expected from the selling end, however clever it may be. Making people take indifferent goods at a high price may show successful salesmanship, but it is very poor merchandising, for it is certain that sooner or later the sins of these people will find them out and they will pay the penalty. No more miserable man exists to-day than John D. Rockefeller, with all his wealth. While he got the money, he finds himself in the peculiar position of not being able to buy that for which he got the money. Money is an absolute dead weight unless you can make it buy what you want.

A Good Business in a Good Location

The first condition of commercial success lies in furnishing people what they really want, supplying some need of their natures; and closely wrapt up with that is getting a good location. A German woman with her husband came to New York a few years ago and opened a rooming-house. It was in a very convenient position where the demand was strong. It had neither taste nor unusual cleanliness, two of the things that make a rooming-house successful, but it did have a well-chosen location. This German woman, speaking broken English, and ugly in appearance, appreciated this and rented another house in a good location. In fourteen years she was able to operate three houses, and owned

two of them. In most retail businesses, location is the most important point. In national businesses, location counts for less. A paper published in Augusta, Maine, attained the largest circulation of any periodical in its day. Location at a central point like New York or Chicago is a good thing, but it is not essential. Chicago has the mail-order houses in largest number because it is a nearly universal railroad-center, every express company but one operating direct lines out of Chicago with minimum rates, while shipments out of New York more frequently have to be transferred to other lines.

Neither is it a matter of what people ought to want, it is what they do want. It is partly a matter of making them take the right point of view, but primarily it is a matter of their unconscious needs at a given time, with a given personal development, and a given attitude of mind which has become characteristic of the nation or the community. What would be good business in the United States might not be good business in England or France; and what is good business in Illinois often is no business at all in New England. Even adjoining cities differ. We must know conditions as they really exist at a given time in a given place before we know whether a given business is capable of genuine and permanent success or not. Salesmanship and advertising are useless until those points are satisfactorily settled.

Classes of Businesses

Merchandising in general is divided into three classes, manufacturing, wholesaling or jobbing, and retailing. Manufacturing is usually of some specialty, or of a *line* of goods (different articles of the same general kind); wholesaling or jobbing is usually central *distribution* of many different articles to dealers who will resell at retail, or to very large users (it depends almost entirely

on the convenience and saving in cost of packing, shipping, and collecting pay for the goods); and finally retailing is selling in small lots to actual *consumers*. One jobber might furnish a grocer with all or nearly all the different kinds of goods he might wish to sell, whereas if the retailer had to buy these goods from fifty different manufacturers it would consume a great amount of time to do the buying. He would have to have fifty different small shipments instead of one big, general freight shipment, and many small shipments are always expensive, and instead of paying one bill he would have to pay fifty, and that might be unsafe for the manufacturer, for it is both difficult and expensive to collect small accounts. At the same time the wholesaler can not sell to the consumer, because he must sell to the dealer at wholesale prices, and if consumers could get wholesale prices they would not pay retail prices; so, to protect the small dealers, the wholesalers usually refuse absolutely to sell to consumers at all.

Modern changes and variations on this old and well-established chain have become numerous.

First, the large department stores have united several different retail businesses under one roof, as a dry goods store, a furniture store, a jewelry store, a hardware store, a grocery store, and so on. This was convenient for the retail purchasers in just the same way that the wholesale establishment was convenient for the retail dealer. This element of convenience brought large numbers of persons to the department stores, and each of their retail departments sold more goods than any single small retail store. The department store discovered and made general the use of modern advertising, which in turn enormously increased the whole volume of business. Then in turn the large department store, finding that it could sell large quantities of goods,

wished to buy them direct from the manufacturer at the same price the manufacturer quoted to the jobber. At first the manufacturers protected the jobbers, but soon some manufacturers cut out the jobbers altogether and sold exclusively to the retail dealers, especially the large department stores. Other manufacturers still stick to the jobbers, and refuse to do business except through the jobbers.

Second, mail-order businesses sell at retail direct to consumers, but take and fill orders only at a distance, getting their orders through the mail and making delivery through express or freight instead of by special retail delivery wagons such as the department stores use. Institutions like Sears, Roebuck & Co., Montgomery, Ward & Co., the National Cloak and Suit Company, etc., are really department stores making national deliveries instead of local deliveries.

Third, manufacturers of articles which sell at a relatively high price, with a good margin of profit, such as typewriters or adding-machines, sell direct to the consumers by national advertising with deliveries through the mails or locally from branch houses, either with or without agents or personal salesmen. Such businesses are called *specialty*.

In all these businesses, the cost to manufacture the article must have added to it the cost of distribution in any one of the ways indicated, and likewise the cost of selling, before it is possible to figure the profit. An article selling for a dollar retail may cost 20 cents to manufacture, 20 cents for distribution, and 40 cents to sell, leaving only 20 cents profit. Perhaps this 20 cents is *gross profit*, not counting the time of the head man nor interest on the money he has invested to find out what to sell and how to sell it, so that his *net profit* is but 5 cents. Different kinds of goods have different pro-

portions of expense in the different divisions. Textiles may cost for materials and labor about one-third of the wholesale selling-price; one-third goes to the overhead costs, the investment in the factory building, inevitable losses, etc.; and one-third to selling and profit. A net profit of 5 per cent. is often considered good, while 7 per cent. to 10 per cent. is extra good. The cost of paper, printing, and binding of books may be about one-fifth, the discount to the retail dealer about one-third, 10 per cent. may go to the author as royalty, and the rest goes to general expenses of various kinds, including advertising and selling wholesale, investment in plates, editorial services, etc., and if the average net profit is 10 per cent. it is considered very large, while 5 per cent. is accepted as good.

Collections and Credits

First, a man must get the necessary capital to start his business. Of course, if he is a manufacturer he must establish his factory, if he is a wholesaler or retailer he must put in his stock of goods, but in addition to that he must pay for his office-equipment, for clerical services of various kinds during the period he is establishing his business when he can not hope to make any profit, and for losses on the mistakes he makes before he gets his method of doing business just right. Beginners often fail to take these things into consideration. The expense of bookkeeping and the losses on collections are among the more important items that must always be reckoned on.

Business with retail dealers is largely done on credit. The mercantile agencies, Dun's and Bradstreet's, publish enormous books in which dealers with an investment of no more than $500 are given a rating, both as to the amount of property they have and as to the way in

which they pay their bills. This information is collected from all over the country by personal agents, and the books are corrected every three months. Still more detailed records are kept on file in the offices of these agencies, and for 50 cents they will furnish their subscribers with a "special report." Those who do not feel able to subscribe to these large agency books may consult them at their banks. With these mercantile reports as a starting-point, the large wholesalers and manufacturers gather such special information as they are able to obtain through organizations or associations of credit-men who exchange information for their common benefit. Credit is usually 30 or 60 days, with a small discount for cash in ten days, say 1 or 2 per cent. It costs more than 2 per cent. to collect accounts which run longer than that, as the strong dealers with plenty of money always take the cash discount. You can see that 2 per cent. for 30 days is 24 per cent. for a year for the use of money. Any business man who can borrow money at the bank at 6 per cent. will discount his bills, and if he does not discount his bills he is either a poor business man or he is very short of money and so for the time being willing to pay what amounts to ruinous interest. When credit for more than 60 days is given it is usually by accepting promissory notes at 90 days (three months) or occasionally four months. When these notes are given by a dealer who has good credit, and endorsed by a wholesaler or manufacturer who has good credit, the banks will discount them, deducting usually on the basis of 1 per cent. for 60 days.

Retail dealers are divided into two classes, those who sell only *for cash*, and usually at lower prices, and those who carry *charge accounts* with customers who can give references that will establish their credit. Persons who own land in their own right are usually considered good,

and those who have regular salaries or incomes are favored, but character and a reputation for paying bills promptly must be considered, too, and is often accepted as sufficient when there is no property and no assured salary. Small retail dealers in small towns too often give credit too promiscuously, and their losses are so large they have to make their prices very high, and that in turn drives the people who have *ready money* to the mail-order houses or city department stores.

There are two classes of banks, savings-banks and commercial banks, which start with a certain capital and then invite the current deposit-accounts of merchants who must have a certain amount of ready money on hand all the time. A quarter or a fifth of these deposits the banks must keep in their vaults to pay checks which come in. The rest they can invest in stocks or bonds, or lend out on the notes of merchants. They seldom pay any interest, except on time deposits and large average balances, but they charge usually 6 per cent., and in that way they make money. Their great danger is that they will make bad loans which will not be paid, and on which they will lose many times 6 per cent. To very large borrowers with good credit they will loan money as low as 4 per cent. Often if they make a net profit over all expenses of ½ per cent. they are doing well. Savings-banks pay interest to their depositors, who usually keep their money in the bank a long time, and then they lend it out for more or less permanent investment. Commercial banks do not like to lend money for more than 90 days, but savings-banks will lend money on mortgages for building purposes for three to five years. These long-time loans are usually mortgages or bonds (a kind of mortgage that is divided up into small units).

Formerly one man went into business alone, or he took one or two partners. More often nowadays a cor-

poration is formed which does business like an individual, but is owned by a great number. Its certificates of ownership are called *stock*, and it is managed by a *board of directors* and its *officers*, usually a president, secretary, and treasurer, with one or more vice-presidents. Sometimes one man owns practically all of the stock, a few shares being held by his wife and his stenographer so as to comply with the law requiring at least three persons to form a company. His business is then run in the name of the company, and he personally is not liable for any debts of the company. He can lose what he has invested in the company, but what he has invested outside of the company he will not lose should the business fail. Those who give credit to corporations must look out for that, and banks often require such a man to indorse the notes or orders of his company so that he makes himself personally liable as well as liable through the company.

The difference between stocks and bonds is the difference between owning a house and lot and having a mortgage on it. The ownership is good only for the value after the mortgage has been paid. Stocks represent the value of a business after all debts, bonds, and mortgages have been paid.

Financing a Business—Records

Financing a business not only at the start but all the way along, is a very important matter, and requires a high order of business talent, very different from the talent for salesmanship.

Bookkeeping is the record of a business on which the man who finances it must depend. He should know at all times what he owes and what is due him; but it is equally important to know in detail just what each thing is costing, and just what it is earning, so that the

things that do not pay may be eliminated. This is what is called *cost-accounting*. It is the very latest development of bookkeeping, for in the past business men have looked chiefly to the trial balance at the end of the year to see whether, on the whole, they have made or lost money, and have not looked carefully into all the different departments or articles. They have thought too much of the original manufacturing-cost and the selling-price, and have merely guessed at all those miscellaneous expenses such as distribution, credits and losses, selling expenses, etc., etc., which often are far more important than the original manufacturing-cost, especially when the net profit gets down to only 5 or 6 per cent., as in most modern businesses. A little leak knocks that small profit in half, and it is important to know just where that leak is. When a business is small, a shrewd man may be able to guess pretty accurately. When the business gets larger it becomes quite impossible to guess safely, and cost-accounting is the only way to know. The use of carbon-paper, printed forms, typewriters, adding-machines, cash-registers, etc., has made the keeping of records much less expensive, so in these days the cost of knowing accurately is not too great.

The General Selling-Problem

Advertising and salesmanship are but features of the larger merchandising problem which we have been considering, and the proper organization and financing of the business must be settled before much consideration can be given to the detailed questions of selling.

But when the general problem of selling comes up for consideration it is a complex one made up of different methods of appeal to human nature. In a retail business it is largely a matter of retail clerks behind the counter, who wait on customers and incidentally use

a limited amount of psychological appeal to induce them to buy, of attractive window and store display, and of newspaper or circular advertising, which brings the customers to the store to see the goods advertised. Once they get to the store they see many other things which they may want. So this is the problem in simple form: First, to get them to come to the store by whatever devices may be necessary; second, to interest them at the store in as many different articles as possible by good window and store displays; and, finally, to please them by helping in a personal way through the sales-people to find just what they want and telling them the truth. Retail salesmanship is largely a matter of giving intelligent and courteous information. The attention of the customer has already been secured. There is very little time for argument. Any forcing of the sale is liable to drive customers away the next time. Profit lies in getting customers to come regularly and habitually, and that is brought about chiefly by a friendly helpfulness on the part of the sales-people rather than by any concentrated psychological effort.

Wholesalers send their traveling men to the dealers they serve. In this case the salesman must get attention in order to get the business started. Advertising is largely confined to trade-papers and to circularizing. The whole burden of selling is thrown on the traveling men. They compete one against another, and develop a high degree of skill in human appeal. As in the case of retail sales, holding the business is the great thing, and that is largely a matter of intelligent and courteous service, not only on the part of the salesman, but also on the part of the house through its correspondence. The correspondence department is the substitute for the salesman when he is not on hand. A letter may be mailed at any time, but a traveling man can call only

once a week, once a month, or sometimes only twice a year, or even only once a year. Holding the business depends very largely on the salesmanship quality in the office and the detailed service given the customer in making prompt shipments, correcting errors, etc. *Goods* are the first consideration with dealers, but *service* is a close second in importance, and as between two houses it is very often the thing that makes a dealer do business. In the past, the personal element has not been thrown into the correspondence as it should be, but it has been left entirely to the salesmen. Nowadays, the office backs up the salesmen by keeping the dealer informed through circulars of all new styles, good bargains, etc., and letters which have the real spirit of personal fellowship in them so as to make the dealer feel good just as the salesman makes him feel good. Letters become the assistant salesmen, and the newer system is to let one correspondent handle one particular district, so that the selling force brought to bear on one dealer is the personal salesman on the road and the office salesman who takes care of the office end with the same personal attention. The older system mixed all the letters together and handled them in a mechanical way, first by one correspondent and then by another, so there could be no personal individuality on the office end.

Wholesalers can do very little general advertising, because their work is largely that of simple distribution in a limited territory; they have in Dun's and Bradstreet's full lists of all the persons and firms they can hope to do business with, and it is better to go to them direct by personal salesmen or by mail. Some wholesalers have no traveling men, but get their orders entirely by mail, making prices appreciably lower because of the saving of the high cost of traveling. At the same time wholesalers who depend chiefly on salesmen are

using letters more intelligently so as to reach small towns where the traveling men can not afford to go, and to take care of customers so that the traveling men do not need to go so often.

Manufacturers have a far wider selling-problem. They must sell their goods to wholesalers or to retail dealers, and also they must make the consuming public go to the retail stores and buy, not anything, but their particular goods.

The old method was to make good goods, and then depend on the likelihood that the public would want these good goods, so the retail dealer would get them from the wholesaler, and the wholesaler would get them from the manufacturer. Wholesale salesmen can tell retail dealers that these goods are high quality, while those are low in price, while these others are medium. Those were about the only differences that wholesalers could be depended on to make clear.

The modern method is to make distinctive goods at a fair price, give them a brand name registered as a trade-mark, and then with the trade-mark by which to identify them, advertise to the general public to make them ask for those goods at the retail stores. If the goods were not in the stores, the retailers were supposed, after they had a number of calls, to ask for them of their jobber. If the special jobber that retail dealer patronized did not have them, it was very inconvenient to go to another jobber who did have them, even if the dealer knew to what jobber to go. So it became apparent to make general advertising pay it was essential to have the goods already on sale in the stores. Where there was good *distribution* to start with, national advertising was likely to pay. Where there was poor distribution, it was almost sure not to pay. The difficulty with it has been that since the sale of the goods is

so round-about it is difficult to know whether the advertising really pays or not, or what special advertisements pay and what do not. Scientific methods of testing are now being developed.

Specialties sold direct from manufacturers to consumers lend themselves to more detailed and intensive developments of both advertising and salesmanship. In some cases advertising is intended to sift out the entire population and bring in the names of those who might be interested in the specialty, such as a correspondence course, then follow-up letters and "literature" might be sent, and in some cases personal salesmen might follow the "literature." In other cases lists are compiled and circularized by means of strong sales letters either for orders on approval or for inquiries that salesmen could follow up.

Where the appeal is made all over the country, either for consumers to go to dealers and ask for branded goods, or for mail-order or specialty inquiries, national magazines are obviously the best. Where the distribution is local in certain districts or cities, newspaper advertising is the thing to use, supplemented by bill-boards and street-car signs. The latter are available only when attention can be attracted by a very few words in large type that can be seen at a distance, or by a striking picture that can be seen at a distance. Argument is hardly possible on street-car cards or bill-boards; it is only partially possible in general magazine advertising, depending on the space used, but reaches its highest development in letters and circulars, or in the corresponding talks of personal salesmen.

In general, advertising is the means of getting the favorable attention of the customer, and salesmanship produces conviction and closes the sale. But we have seen that these are overlapping more and more, and

that it is foolish to draw a sharp line between the advertising manager and the sales-manager, for they should either be one and the same person (and will be when there are men trained both in personal selling and in written salesmanship), or they should be held in close cooperation by the general manager of the business. The new arts of advertising and sales appeal have developed so rapidly that many business men even of the highest caliber have not been able to keep pace with them.

Trusting the Public—Approval

Marshall Field & Co. started the practise of allowing customers to return goods they did not want. It was soon found that this made buyers decide more quickly, because they felt they could always save themselves by bringing back the goods, and it removed the dissatisfaction that must always remain in a buyer's mind when he has made a mistake, either through his own fault or the fault of another.

Mail-order houses soon found that people would not buy what they did not see unless they could return it, since a picture and a verbal description are so often deceptive. So the approval privilege became almost universal in the mail-order business.

This made people awake to the fact that the old fear that everybody was lying awake nights to "do you" was not well founded, that people were not so dishonest as they had been believed to be, indeed, that it is so much more trouble to be dishonest than to be honest that in the majority of cases it is not attractive to people to be anything but square. Immediately there was a great extension of credit and all kinds of goods were sold to all kinds of people on credit, tho a percentage was added to the price to pay for the work of collection, for while

most people will pay in the end, it often takes considerable skilful work to get the money out of them. To-day the average man can usually get a great deal more credit than it is good for him to have.

It is to be observed that husbands are legally bound to pay the debts of their wives, and fathers the debts of their children, except when they run into gross extravagance. Children under age can not make legal contracts or be forced to pay, so dealers are very careful about giving credit to children, for while husbands will nearly always pay the debts of their wives, fathers will not always pay the debts of their children. Children or young people who establish a character for honesty and promptness in paying small obligations, pretty easily get larger credit even in spite of the fact that they are not legally liable. At seventeen the writer, with another young man of similar age, ran a boarding-house in college with a business of several thousand dollars a year and had no trouble in getting rather extended credit.

Questions on Merchandising

1. What is the meaning of merchandising, and what is its relation to advertising and salesmanship?

2. What is the first condition of business success? Illustrate the value of a good location.

3. How can you find out what people really need? To what extent can a want be built up?

4. What are the three chief classes of mercantile businesses? What other kinds of businesses are there besides mercantile? What is a line of goods? What importance has distribution to the business man? Who are the consumers? Who are the distributers? How does the jobber protect the dealer? Trace the chain of business by which goods pass through manufacturer, jobber, and retailer.

5. What changes in doing business did the department stores bring about in cities?

6. What part in business organization have the mail-order houses taken?

7. On what kinds of goods have the manufacturers been able to go straight to the consumers? What are such goods called?

8. Analyze the cost of producing goods and distributing them, and illustrate the margins on which the different kinds of business men must operate.

9. How is the financial side of a business organized? What is needed in starting a business, and what are the fixt expenses?

10. On what credit terms is business usually done with dealers, and how is the credit system of the country operated? How do manufacturers get the money to give so much credit?

11. On what credit terms is retail business carried on and how is it financed? How does credit affect retail prices?

12. What two kinds of banks are there, and how do they do business?

13. Describe the organization of corporations and their liability. What is the difference between stocks and bonds?

14. What is essential to financing a business as it goes along after it has once been started? Describe modern bookkeeping systems and their uses.

15. Describe the general selling-problem in a retail store.

16. Describe the general selling-problem of a jobber. How can wholesalers advertise to best advantage?

17. How does the selling-problem of the manufacturer compare with that of the jobber and retailer? What was the old method of selling goods? What is the

modern method? Why is distribution essential to successful advertising? Can distribution be created by advertising?

18. What classes of goods lend themselves to the more intensive forms of salesmanship? In what different ways must salesmanship and advertising be combined and carried on to meet different cases? In what cases is general magazine advertising practicable? In what cases is newspaper advertising indicated? In what cases should advertising alone be depended on? In what cases should personal salesmanship alone be depended on? In what cases should the two be combined, and how?

19. In general, what is the office of advertising? What is the office of salesmanship of a personal character?

20. To what extent has the approval privilege been adopted, and why? What is the attitude to-day of the business man toward the public, and how has it changed?

21. What liability has a head of a family for different members?

PART IV
ADVERTISING

THE BUSINESS OF ADVERTISING

It is said that between $600,000,000 and one billion is spent annually on advertising in the United States. This enormous business is divided up among the following classifications:

National advertising (magazines and general weeklies),
Retail advertising (daily and weekly newspapers),
Class periodicals—
 Farm papers,
 Trade-papers,
 Religious papers,
Bill-boards—posters and painted signs,
Street-car signs,
Direct-by-mail advertising (letters and circulars),
Novelties.

Each of these is handled in a distinct way, by a distinct class of workers.

Advertising as a business is carried on by three classes of men:

Advertising managers,
Advertising agents and experts,
Advertising solicitors.

The advertising managers are employed by the firms which advertise, analyze the particular business with which they are connected, and usually prepare the advertising matter.

The advertising solicitors are employed by the newspapers and magazines to fill their space. A few of the best of them try to help those who run advertising with

them to get the largest possible returns, and they refuse advertising they believe will fail, as the large returns come to those who really succeed and continue month after month. At present a large proportion of them are mere solicitors.

The advertising agents are independent clearing-houses through which the greater part of the national display advertising is distributed, and more and more they are coming to be the advertising experts of the country. They do not handle the local retail advertising, which is placed direct. They are paid largely by a commission allowed them by the newspapers and magazines. High-grade periodicals, like the *Saturday Evening Post*, allow 10 per cent. commission. Many newspapers allow 20 per cent. High-grade agencies usually take the net cost of the advertising, whatever it may be, and add 10 or 15 per cent. commission. If their work is merely to distribute the advertising and check it up, the charge is 10 per cent. If expert service in preparing copy and working out a campaign is included, the commission is 15 per cent. An additional charge is made for preparing cuts, circular matter, and the like.

A checking of the magazines a few years ago showed 4,000 different concerns then advertising. McKittrick's Directory of Advertisers, which includes also the large retail advertisers and many who advertise only occasionally, has about 20,000 names. The large, steady advertisers in the magazines will number scarcely 500. The number of general advertisers does not appear to be increasing. Recently the advertising in such magazines as the *Century*, *McClure's*, etc., has decreased, while there has been a considerable increase in the money paid to periodicals like the *Saturday Evening Post* and *Collier's Weekly*, which run the advertising alongside of the reading-matter. The attention paid to advertising next

reading-matter is estimated by psychology experts, after systematic tests, to be five times greater than advertising in the solid middle of an advertising section at the back of a magazine. On this account many of the older magazines (*McClure's*, for example) are changing their form to a larger size.

The total number of periodicals published is said to be about 23,000 at present, of which some 14,000 are country weeklies with very small local circulation. There are perhaps 2,500 daily newspapers, and about as many magazines, tho 50 to 100 magazines and 300 to 500 newspapers would pretty well cover the country for the general advertiser.

Modern advertising began less than seventy-five years ago. Before the Civil War the largest advertisement which had appeared was for Fairbanks Scales, amounting to $3,000 in the New York *Tribune* and other newspapers. In 1864 Jay Cooke, appointed by Lincoln to sell government bonds, advertised in every good paper in the North and sold $1,240,000,000 worth. Just after the war patent-medicine advertising sprang to the front. These medicines cost three to five cents a bottle, carton included, and sell for perhaps a dollar, so there is an enormous margin for advertising.

Robert Bonner, publisher of the New York *Ledger*, is said to have been started in advertising in a peculiar way. He sent over to the New York *Herald*, with which he had been connected, a few words marked "one line." In some way this was read one page, and to his astonishment the next morning he saw his advertisement in a space that cost more than all the money he had at command. It was the turning-point in his fortunes, however, for it started his *Ledger* off so briskly that he became a large and successful advertiser, spending as high as $27,000 in one week to announce the fact that

Edward Everett was writing for his paper. Bonner used to say, says the editor of *Selling Forces*, that, having accumulated all the money he could find and thrown it into advertising, before he could get back to his office it would be there again—and a lot more with it. Advertising was a new thing then, and successes came more easily than they do now. No modern advertiser would dare make such a remark as that. Pierre Lorillard built a fortune of $20,000,000 by advertising tobacco and snuff. The first food-advertising appeared in 1870, but the consistent exploitation of breakfast-foods did not begin till twenty years later, when Hornby's Oatmeal, H-O, was put on the market, followed later by such cereals as Force (made famous by Jim Dumps turned into Sunny Jim), Quaker Oats, Grape Nuts, and Corn Flakes. On all of these millions were spent in general advertising. Even larger advertisers have been the soap-manufacturers, who have advertised such soaps as Pears, Ivory, Sapolio, etc., and who are said to spend over a million dollars a year each.

Retail advertising on a large scale started in Philadelphia with the announcements or "store news" of John Wanamaker. There are about fifteen hundred well-developed department stores throughout the country, and the use of full newspaper pages is distinctive of them all. Occasionally, there are *double-page spreads*, and as many as four pages at a time have been used; but between times many smaller advertisements are worked in. These revolve more or less around special occasions, the most important being the fall opening, next the spring opening when the new fashions are shown, holiday advertising before the holidays, and clearance sales after the holidays. The largest department stores spend upward of half a million dollars a year, while in a city of fifteen thousand, something like

seven or eight thousand dollars might be spent by an enterprising small department store. Each of the great cities, Boston, New York, Philadelphia, and Chicago, seems to have a special style of retail advertising. Compare the page advertisement of Marshall Field & Co. with that of John Wanamaker.

While there are upward of a hundred thousand street-cars in the United States, not all are in use all the time, and 45,000 to 50,000 cards 11 x 21 inches will cover the country thoroughly. Such a concern as Enoch Morgan's Sons with Sapolio and the National Biscuit Company with Uneeda Biscuit have been consistent street-car as well as magazine and newspaper advertisers.

Bill-posting originated with the theatrical advertisers, who use that more than any other form. This is divided into painted signs, which are put up for a year, and paper posters counted as so many "sheets" (28 x 42 inches). A twelve-sheet poster would be 9¼ ft. high and 10½ ft. wide. Each complete poster is called a "stand." The Force Food Company is said to have had at one time 20,000 twenty-four sheet stands, costing about $25,000 a month. Painted signs form a separate business.

The most recent development of poster advertising is the illuminated sign, often with the effects of motion due to the turning on and off of the electric lights by a clockwork device.

Poster and street-car advertising is chiefly valuable for such things as can be pictured or described in a word or two, and which appeal to persons who do not read much. Bull Durham Tobacco (a cheap smoking-tobacco) and various beers have been widely and successfully advertised by painted signs and posters. A circus could probably be advertised successfully only by posters.

Novelty-advertising, which has grown to large proportions within a few years, depends for its effect on the favorable attitude of mind which a useful gift produces. At first advertisers printed or stamped their announcement and name boldly on the article, as a pencil, a paper-weight, a pocket-knife or special pocket-tool capable of performing several different operations, etc. Later, it was found that patrons valued the gift more highly if it was not too much disfigured by advertising. At the same time it was important to have the name of the giver clearly indicated, else people soon forgot where the gift came from, or it fell into the hands of others who never knew, and so the chain of association was lost. Now a plain inscription in small, neat style, of the name and business of the advertising giver is preferred, and disfiguring advertisements on calendars and other gifts are avoided.

Novelties are used systematically to attract inquiries from advertisements or circular letters, or they are given as free tokens of appreciation to old customers whose business is valued, or to prospects whose good-will is desired. It is important that they be used on a systematic plan that assures a proper appreciation on the part of the person who receives them. Carelessness in seeing that they understand the reason for the gift and appreciate it causes vast loss.

Novelties are usually special articles that can not be obtained in stores, or articles which are commonly sold retail at a high price yet can be bought for one to five cents, tho in some lines of business more expensive gift-giving is indulged in. The important thing is that the novelty be useful, yet hard to obtain, or ordinarily rather expensive. Then it will be valued. Common, cheap articles are worth little.

Questions on the Business of Advertising

1. What is estimated to be the annual expenditure for advertising? Into what different classes is it divided?

2. What three different classes of persons are engaged in carrying on this business? Describe the duties of each.

3. How many business concerns are engaged in advertising? How many periodicals solicit advertising, and how are they divided? What number of periodicals would be used in a good national advertising campaign? How are the columns of other periodicals filled with advertising?

4. Describe the beginning of modern advertising in the United States.

5. What was the history of some of the first great advertisers, and how did they make their success?

6. Who started retail advertising on a large scale, and how did he carry it on? What are "double-page spreads?"

7. How is street-car advertising handled, and for what purposes is it useful?

8. How did bill-board and painted sign advertising originate, and for what purposes is it chiefly useful?

9. What is the basis of novelty-advertising and how is it carried on? What kinds of articles are best adapted for use as novelties?

II

PLANNING AN ADVERTISING CAMPAIGN

An advertising campaign may be of three different kinds, national and general when there is a national distribution of the goods, local when a certain city or state is covered, and mail-order when orders are expected by mail from all parts of the country and the selling will be done by letter or catalog.

In the first two cases, no direct or immediately observable return is expected, and so an advertising appropriation must be made. This is a sum that will be spent on advertising regardless of getting it back at once, with the hope ultimately of increasing the total volume of business. In the case of mail-order advertising campaigns, there is a first appropriation of so much money to be spent in testing the advertising in as small a way as will be representative, and not until the inquiries or orders that come from the tests show a return that will prove profitable is any very large campaign launched. Mail-order advertisers seldom use large space and are never reckless. Most of the small advertisements with distinctive little pictures or headlines which appear month after month are of the mail-order variety.

In a general advertising campaign which is either national or more or less local or special, there must first be an advertising manager employed by the house, or some member of the firm must act as advertising manager. Only a person who really knows the business and is in close touch with its policy and organization is in position to direct the campaign all along the line.

The first thing is to determine how much money will be spent during the season. This is the advertising appropriation.

With this amount in mind, the advertising manager goes to the agency that will be chosen to "place" the advertising, and is turned over to a solicitor or salesman who is or should be always something of an expert. At any rate, he is in intimate relation with the various kinds of experts who go to make up a good agency. The agency has the rate-cards of all periodicals on file (or all the important ones), and can estimate closely the precise cost of all outside or additional helps such as booklets, mailing-cards, cuts, etc. Above all, the agent is familiar with the advertising power and value of the different mediums. Is this magazine a good medium for this special kind of advertising? Is it known to be a good puller? Is its rate low for the circulation which it is known to have? What size of space will be sufficient to get results in it? (This will depend somewhat on the kind of copy that will be used.) What sort of copy is advisable? The agent will send out the advertising, get copies of the magazines and newspapers where it appears and check them, and perform clerical work which would give the individual advertiser a world of trouble at a large cost, while the agent takes his pay from the commissions allowed by the periodicals. Above all, the advertising agent should be valuable because of his experience with so many different kinds of business, his familiarity with what other advertisers are doing, and his intensive expert knowledge of the subject. The time has come when no general advertising campaign would be undertaken by any wise advertiser, however large, without placing the business through an agency.

When the agency has offered a list of periodicals in which advertising might be placed, indicated the desir-

able sizes, and outlined the booklets, follow-up letters, cuts, etc., that will be required, the advertising manager goes back to write the *copy*, or get some one else to write it, lay out the advertising, and plan the cooperation with the sales department.

The cooperation with the sales department is very important. If salesmen are employed, they should be furnished in advance with the proofs of the advertisements and a list of the periodicals in which they will appear. These they show to the dealers and use as a leverage to get orders. A book is often made up of the advertisements that are to appear, and sent with a special letter announcing the advertising campaign to all the dealers on the list of old customers or the list of prospects which traveling men are directed to call on and try to interest. The greatest direct good that a general advertising campaign has at first is to interest dealers to place more and larger orders.

Every advertisement should have a "hook," which will cause those who read to answer and perhaps send the name of their local dealer. This "hook" is usually the offer of a free booklet, catalog, calendar, or advertising novelty. These names are immediately sent to the various dealers and are used as another lever to help salesmen or correspondents start new accounts or increase the size of old ones. The direct sales from these inquiries are seldom or never sufficient to pay, but they are very useful as a leverage by which salesmen may influence dealers.

Illustrated mailing-cards and form-letters are planned for the list of those who inquire, and also for the dealers who ought to become new customers, or old dealers who ought to give larger orders.

In addition, certain advertisements directed to the dealers may be run in the various trade-papers. These

help to find the new dealers and individual men in stores who do not receive or give attention to the mailing-cards and form-letters. Of course, these are entirely different from the general advertisements, since they are addrest to the dealers on the line of what profit or attractiveness there is for them in promoting business. The merits of the goods are often a secondary matter with dealers, as they will buy only what they can sell to advantage.

When these items have been fully discust inside the house by the person acting as advertising manager, they are all laid before the agent again for his criticism and suggestion. He may rewrite the copy, plan new pictures, and indicate various other things that ought to be carried out on a larger or smaller scale. The agent more and more is becoming the consulting expert. At one time it was thought he was too much under the influence of periodicals that gave large commissions, and cared nothing for the collateral matters such as the follow-up out of which he got no commission. Now, however, the best agents realize that to make a satisfied and continuous advertiser, the only kind whose business is worth having, these collateral matters must be right. The best periodicals also realize that and try to advise impartially, regardless of commissions, fixing their eyes on the real success of the advertiser, knowing that his success means their ultimate profit. The custom of charging a fixt commission above the net cost to the agent has done away with certain abuses of favoritism growing out of special commissions. The direct or indirect bribing of a reputable advertising agent is no longer possible.

Only a few of the larger general advertising agents provide for posters and street-car cards, which are handled separately.

Questions on Planning an Advertising Campaign

1. What three different kinds of advertising campaigns may be planned? How is each handled?

2. What is the first requisite to carrying on any advertising campaign. What must first be determined?

3. What duties does the agency perform?

4. Who writes the copy? What relation must the advertising have to the sales department?

5. In what ways does the sales department use the advertising? What is the *hook?*

6. What supplementary forms of advertising should go with national magazine or newspaper advertising?

7. Where does trade-paper advertising come in? How is it used to best advantage? What kind of appeal must be made to dealers?

8. Who is the final critic of the advertising plans, and why should the agent give unbiased and honest advice?

9. Does the advertising agent handle all parts of the advertising as far as distribution is concerned? Just how does he place the advertising?

III

THE PSYCHOLOGY AND ART OF ADVERTISING DISPLAY

THE success of a display advertisement, which may be repeated in many magazines and cost a great deal of money to print, is a complicated matter. Not only does it require a great deal of attention, but its effectiveness should be tested systematically before much money is spent on it. Consider the following*:

Does it secure attention? This is a matter of size, position in the publication, and above all its design.

Is the attention secured favorable—such as naturally to cause like rather than dislike?

Is the favorable attention such as will lead to buying? There are different degrees of this: 1. Tendency to remember the advertised goods when one goes into a store to buy something of that sort. 2. Tendency to investigate, usually by writing for a catalog or booklet. 3. Tendency to send an immediate order. Each has its own technique.

Is action made easy by clear statement of just what to do, where to go, who the advertiser is? Advertising produces very feeble and slight mind-currents tending to action, and unless something very simple, easy, and direct is made perfectly clear, the effect may be lost.

Attention Values

The matter of first great importance is that an advertisement should not only be seen, but noticed. With

*See "Principles of Advertising Arrangement," by Frank Alvah Parsons.

hundreds of others all around it crying for attention, getting intelligent notice is a difficult matter.

The ordinary mind can see but one thing at a time, and when several things are observed one after the other, the average mind tires so quickly that it seems to have an observation limit of three or four things. Only the most highly trained minds can give attention to ten or a dozen things one after the other, and in any case as the number increases the intensity of attention to each one diminishes.

It has been proved beyond a question that a full-page advertisement gets more than double the attention given a half-page and much more than four times the attention given to a quarter-page. It is easy for the human mind to see one thing on a page, but comparatively very hard to see four things. It gets confused looking first at one thing and then at another.

The old magazines bunched all the advertising at the back or in the front. The back cover-pages and two or three pages in the body, the page following the reading-matter and that facing the reading-matter in front, and the pages near the front cover were found to receive as much as five times the attention given to pages in the middle of the advertising section. So the modern tendeney is to have a larger page and place the advertising matter alongside the reading-matter all the way through. This spreads the attention to advertising more equally through the whole magazine, and makes small advertisements grouped together with some skill more result-producing.

Then in the arrangement of the advertisement itself, attention depends first on its simplicity and unity. In the advertisement itself, one object or one word would make an instant impression, two or three would make a less impression, and fifteen or twenty, all of the same

size, or several different pictures, would be fatal to attention.

As an advertisement to be effective in producing business must give attention to several different things, we maintain our unity by getting attention first to one thing by making it the most prominent, then to the next thing in logical order by making that the next most prominent, and taking care that each thing shall have in it something that will interest sufficiently to suggest going on till at last the full statement is made in plain small type which will be read only by those who have been led to read by what is called the display.

In advertising parlance, this means that every advertisement should have an "eye-catcher," which may be a picture or spot of black color of some sort, a "catch-line," or phrase short enough to be read at a glance and likely to hold the interest, and the "body," or small type explanation and argument, leading to the name and address, which are given a subordinate display so as to fix them in the memory.

The best eye-catcher is something that is distinctly different from anything around. Its choice depends on what other advertisers are using. Without a study of the surroundings of an advertisement on the page of the magazine, it would be impossible to make the best choice of a good eye-catcher. Usually it is excess of some one thing—more than usual white space, a border that is individual and peculiar, an arrangement in two or three columns where other advertisements are arranged in one column, or a simple and striking picture. Where others are using pictures and small type, perfectly plain type in large size may attract attention. The best thing to catch attention is a genuine individuality in the entire layout and development of the advertisement, just as the man or woman with a distinguished bearing or an

individual personality is at once separated from the crowd as you glance over it. To give an advertisement this distinguished individuality is the height of advertising art.

Pleasing Shapes and Masses

The principles of art teach us what shapes, masses, and colors are most pleasing to the human instinct. We must understand them in an elementary way if we would arrange a display advertisement so that the attention which it produces will be favorable. Even color is an element in nearly all modern advertising, because even when the ink is only black, the halftone gives us several shades, and the relative blackness of pictures and masses of type or borders is a vital element.

First, take a vertical line, turn it so it will be horizontal, and divide it exactly in the middle. Then turn it again to its vertical position, and you will be surprized to see that the mark in the middle appears to be below the middle. You divide the line slightly above the middle, and at once you see that you have a distinctly more pleasing proportion.

A well-proportioned book page is about 5 by 7½ inches, and a sheet of letter-paper is 8½ by 11 inches. On either of these pages let us draw a small rectangle of about the same proportions, higher than it is wide, a square, and a similar rectangle lying on its side so that it is wider than it is high. The square looks commonplace. A circle, likewise, when unsupported is commonplace to our eyes. The rectangle which is higher than it is wide is related harmoniously to the shape of the paper, and that we find most pleasing. The rectangle which is wider than it is high looks squat on a page of paper such as we have before us; but let the wide, low rectangle represent the shape of a house placed on a

prairie, and we have Frank Lloyd Wright's much admired bungalows with broad, low lines. It gives us pleasure to see a certain line or form repeated, but with variations to relieve monotony. An advertisement should be closely related to the shape of the paper on which it is printed, and the other forms with which it is associated.

The "golden section" of the Greeks, seen in so many of their buildings, is 1 to 1.618 or nearly 3 to 5. That is about the proportion of a magazine page. A still more refined proportion for advertising work is that of 5, 7, and 11. Halves, thirds, and quarters are inartistic proportions. The type page of a well-printed book has its narrowest margin at the back, the next widest at the outer edge, and the widest at the bottom. When these varying margins are in the proportion of 5, 7, and 11 we find them far more pleasing than when the type page is directly in the center of the paper, as an inartistic printer would place it. If we divide a rectangle like a page of advertising in a magazine so that the area of the lower portion is 7 square inches and the upper portion 5 square inches, we have a pleasing proportion. If the cover of a booklet has a border around the paper page and we place the main title about in the center of a space that would correspond to the upper area of 5 square inches, and another line of type near the bottom as a base, we have an artistic appearance.

Our instinct for the law of gravitation makes us uneasy when we see heavy masses unsupported by what appears to be a proper base. Circles and curves are more beautiful when supported by what appear to be flat base pieces.

While our instinct prefers to divide a vertical line above the middle, a horizontal line we wish to divide

exactly in the middle, and throughout we like an even balance from side to side. The Japanese, on the contrary, seriously object to our system of bilateral balancing, but they have a subtler balance of their own on horizontal planes.

Our artistic instinct takes far greater pleasure in a few related shapes than in many unrelated forms. As a certain theme in music appears again and again, so a certain beautiful line will appear in a work of art in many varying forms and sizes. An advertisement should have only one shape of type-face, which may be made heavier and thicker to give the display lines, and may be used in varying sizes to avoid monotony. If some other face is used, the curves of the letters should at least be on the same order. A square gothic face mingled with a delicate old-style face makes usually a hideous jumble, tho sometimes a carefully developed contrast is pleasing. When a third face is added to two contrasting faces, however, the effect is seldom pleasing. One body-face and one display-face in varying sizes should be the almost invariable rule for advertising typography.

Another important principle in advertising arrangement is movement. If there is a figure and the face is turned away from the body of the advertisement, the eye follows it and attention is inevitably distracted. If in an advertisement lines run in many directions, a sense of confusion results as the eye tries to follow them all at the same time. On the contrary, when lines lead the eye directly to the most important object or line of type, the advertisement appears distinctly stronger.

Masses of color in an advertisement also are important. If there is a border it should be of about the same darkness or lightness as the display-type. A picture may be thrown into sharp relief by the contrast of a

dark background, but the light type of the advertisement should then harmonize in color with the picture. Connecting tones or shades help to soften violent contrasts, but they must be related to one or the other of the contrasting color-notes. The selection of a type which is neither too dark nor too light to harmonize with a picture or design of some sort about which an advertisement is built up, is often a matter of the greatest importance.

In designing an advertisement let us be sure then to secure—

1. A few related shapes.
2. Pleasing proportions, like the Greek "golden section."
3. A sufficient base.
4. Balance.
5. A pleasing contrast of color-mass with connecting tones, or a careful relation between the color of a picture or border and of the type.
6. Movement of lines that will carry the eye to the right point for catching the most important idea.
7. Strength with harmony.

The last item is not the least important. Too often artistic designers get a well-balanced and attractive-looking advertisement, but one wholly lacking in selling force. For business purposes, art is of no value except as it adds a greater effectiveness to that which is already planned to go straight to the heart of a possible customer.

Questions on the Art of Advertising

1. What are the psychological steps in the success of an advertisement? What three different things may an advertisement aim at accomplishing? In general,

what can you say of the mind-current produced by advertising? What is essential, therefore, to getting results?

2. How does the human mind give attention? Compare full-page, half-page, and quarter-page advertisements as to attention-value. What effect does position have on attention? How are modern magazines meeting this principle?

3. What is essential for attention in the arrangement of an advertisement?

4. How is attention carried along in a logical chain? What is the eye-catcher? What purpose must the headline serve? What offices have pictures and borders?

5. What part does novelty play in getting attention, and what kinds of novelty are best suited to this use?

6. In what way is color a factor in advertising when black and white only is used?

7. Where does the center of a vertical line appear to be?

8. What are the proper proportions for rectangles as found in book or magazine pages, and also in buildings on prairies?

9. What is the "golden section" of the Greeks, and what use is made of it in advertising?

10. How should masses be arranged in an advertisement, and curves and straight lines harmonized? What do the Japanese think of our system of bilateral balancing?

11. What is the principle of related shapes?

12. Illustrate the principle of movement in advertising arrangement.

13. How would you harmonize border, picture, display-line, and body-type in an advertisement?

14. Summarize the principles of design in an advertisement.

Advertising Assignment I

Turning over the advertising pages of any periodical, find a good illustration of each of the principles stated in the final summary, and also an illustration of the violation of each principle.

The Practical Drive—Copy

A man standing on his head in an advertisement might attract attention, but it wouldn't be the kind of attention that would lead to buying. A pretty picture might attract attention, but if it were unrelated to the praetical object of making sales it would still be useless. A merely artistic advertisement is little better than a hideously ugly one, and sometimes the hideously ugly one is successful in spite of its ugliness. Other things being equal, however, good attention value, backed up by artistic attractiveness, has brought you part way on the road to success. Neither of these is the compelling essential, however.

The element that makes the practical drive of an advertisement is the appeal to human nature. If you know the minds of people, you can choose some picture or some phrase for a catch-line which will touch just the right spot in the minds of a sufficient number of people, and then in strong, terse, compelling words drive the message home.

This is what is called "writing copy," but it is three-fourths knowing the actual condition of the mind of the average man or woman and what will touch its tender spot and produce the reaction that leads to actual business.

There are three types of copy.

The first has for its object to brand the name of the article on the mind of the reader, along with an unconscious suggestion of supreme merit. The advertising of Pears' Soap, Sapolio, Uneeda Biscuit, Gold Medal Flour, and Cream of Wheat are good examples of this type. No argument is possible. Every one knows and admits the high character and general merit of each of these. The great thing is that they should be remembered with pleasing associations. Pears' Soap has a beautiful picture, kept fresh by constant change, suggestive of delicacy, refinement, and the high tone of a class of people who can afford to pay 15c. for a small cake of really good soap. The name is always prominent, because the important thing is that the name be remembered when the buyer goes to the druggist. Sapolio has depended largely, of late years, on the suggestiveness of its Spotless Town. Gold Medal Flour secures a pleasant suggestiveness by its phrase "Eventually—Why not now?" This means little, but it has a very fetching suggestion. The smiling face of the colored chef in the Cream of Wheat advertising is a sort of trade-mark; but very distinctly it suggests something good to eat—something extra good—something in the first-class hotel division. The pun in "Uneeda" is the principal basis for advertising appeal there.

The second style of advertising is that which introduces the merits of some article of unknown quality which is to be purchased through dealers or agents. In this line there has been no more successful advertising than the No-Rim-Cut Tire and the International Correspondence School. The first is frankly argumentative, on one argument—these tires wear longer, and so are cheaper in the long run. There is nothing to attract attention except the free, open type in large space, and the words of the catch-lines, with the little winged trade-

mark to fix in the memory. The correspondence school presents over and over in a picture, and then in words, the one idea of the advantage the man who knows has over the man who doesn't know, or the business disadvantage of ignorance.

The object of this type of advertising is to produce inquiries—to make people go to dealers or agents with a favorable, inquiring mind. The coupon is an essential part of the machinery for getting in the inquiries by mail for the correspondence school. The tire advertisement merely makes people ask at the dealer's when they must have tires and go to get them.

The third type of advertising is that which is intended to produce sales by mail. People will not buy unless they know the details of what they are buying, and so these advertisements must have a mass of small type in them sufficient to give the entire sales-talk. To secure this without sacrificing the attention-values or the artistic appearance is a difficult matter, and there must be the handicap of type too small for ordinary advertising, which people must be lured into reading by the few words or lines in large type. In this style of copy, the entire range of effective sales-talk can be used, and a combination of almost every form of appeal is possible.

To summarize, in the first type of copy we have memory as the leading element, coupled with pleasant suggestion; in the second type reason predominating, with such pleasant suggestiveness as can be added and some attention always paid to memory of the trade-mark; and in the third type, namely mail-order advertising, we have a very compact presentation of the entire sales-talk, from attention-getting to actual sales-closing and order-producing.

Producing Action

No advertisement is a good one which does not produce some action, tho the action which an advertisement induces is usually slight.

The memory type of advertisement causes the customer to ask for the advertised goods when he wants goods of that nature and goes to a store to buy them. Just to remember to see what that is, is a slight thing, but it is the essential action to which the advertisement must lead.

Inquiry-producing advertisements are aided by the use of coupons, and there must be something tangible ahead that seems worth asking for. The customer does not wish merely to give himself away as a possible buyer. If asked bluntly to express his interest in the object advertised he will hesitate. But if an interesting booklet is offered which might give him further information, he will ask for that. His feeling of desire is often very mild, and if he must get pen and ink and letter-paper and rack his brain for the right thing to say, he will hesitate, put it off, and end by failing to act at all. But if the coupon is handy, the wording is printed, and nothing is to be done but sign one's name and enclose in an envelop, even a slight desire will produce the action that is necessary.

In the case of a mail-order advertisement the guaranty and approval feature is absolutely essential to producing business. People have been deceived so often that they will not take chances. It is quite safe for the merchant to take chances, tho formerly he thought he could not afford to do so. The few cases in which the privilege is abused are trifling as compared with the total volume of business. With that feature, the appeal amounts simply to an invitation to see for oneself just

what the article is before a final decision is reached. An advertisement probably would not be strong enough to produce a final decision, but a decision to examine the goods offered is more easily reached and for praetical purposes is just as good.

The secret of closing sales is to secure one small decision at a time—the smallest, simplest, easiest that is possible. If the lapse of time will bring about the final decision automatically, the advertiser has secured a positive advantage, for human nature is far more prone to neglect than to rouse itself to positive action. One positive action must always be secured, but that should be the easiest that will serve. All the subsequent actions should be of a negative character, the sale being closed by delay or mere failure to take positive action to the contrary. When two or three positive actions are required, the volume of business is sure to be reduced.

The actual resulting action depends to a large extent not only on the final appeal for action, but on the way in which the mind is led straight from the point of first attention to the point of decision. Often an advertisement develops plenty of interest in itself, but it leads in a roundabout way to the point of action and so the mind of the customer is likely to get lost before he reaches the point of decision to act. The trend of the argument may not be just exactly in the logical line toward the point of action, but a trifle to one side or the other, and so the final action that should be produced is missed in a few cases, and those few may bring the advertisement below the paying-point.

Many advertisers do not realize how very clearly, how very specifically and in detail the customer must be told just where to go, just what to ask for, just how to go about getting the thing he is vaguely interested in.

Usually also the suggestive effectiveness of a simple

and direct command should be employed. Rarely is a hint or a suggestion sufficient. The advertiser says over and over, Do it! Do it! Do it! There is an unquestionable tendency in the human mind to follow a command, especially when it is given with clearness and energy.

Also extreme energy in an advertising appeal seems to induce energy in the reader, who can work off this induced energy in no better way than taking the action that is suggested and is so simple and obvious.

In conclusion, let us say once more emphatically, NO ADVERTISEMENT CAN BE CALLED SUCCESSFUL WHICH DOES NOT LEAD DIRECTLY TO SOME DESIRED ACTION.

Questions on the Preparation of Copy

1. Summarize the best ways of getting attention in a display advertisement.

2. What is the thing that makes the practical drive in an advertisement? On what does success in writing copy depend?

3. Describe the first of the three types of copy and give illustrations of it.

4. Describe and illustrate the second type of copy.

5. Describe and illustrate the third type of copy.

6. What are the essential mental processes in the appeal of each type.

7. How does the memory-type produce action?

8. How does the argumentative type produce action?

9. How does mail-order copy produce action?

10. What is the secret of closing sales?

11. Mention causes of failure to get desired action.

12. What two special means may be used to force action directly?



Face Charm

The outline of the features does not in itself constitute the chief charm of a face. It is the 'something more' that is made up of expression, grace, color and complexion, that gives the true distinctive note.

The tone of the face is almost exclusively a matter of the complexion; and it is in the cult of the complexion that

Pears' Soap

holds the position of pre-eminence in every part of the world. It has done more for the spread of face charm than any other known agent.

The most celebrated beauties of the last hundred and twenty years have testified to its matchless power in preserving and improving the complexion, and the skin specialists have said the same.

The charm of a beautiful complexion is the natural result of the use of Pears which surpasses all other soaps in skin-beautifying properties and economy.

The Great English Complexion Soap

"All rights secured"

OF ALL SCENTED SOAPS PEARS' OTTO OF ROSE IS THE BEST

The Simplest Form of Suggestive Beauty Advertisement



The Suggestive Picture, the Suggestive Word, and the Brand Name to be Imprest on the Memory

Homes of Distinction

From coast to coast you will find many homes that owe their charm and distinction to the fact that they are faced with

Hy-tex Brick

They are homes of men and women who buy the facing for their homes with the same economy they exercise in other purchases.

Careful investigation has convinced them that only in Hy-tex Brick can be found the utmost in fire-safety, permanence, comfort, beauty and economy in facing material.

Houses faced with Hy-tex are slightly higher in first cost than frame and other cheap construction, but saving in fuel, insurance premiums and up-keep charges wipe out this difference in a very short time.

Isn't Hy-tex worthy of *your* consideration before you select the facing for your next home?

Send for these booklets today:

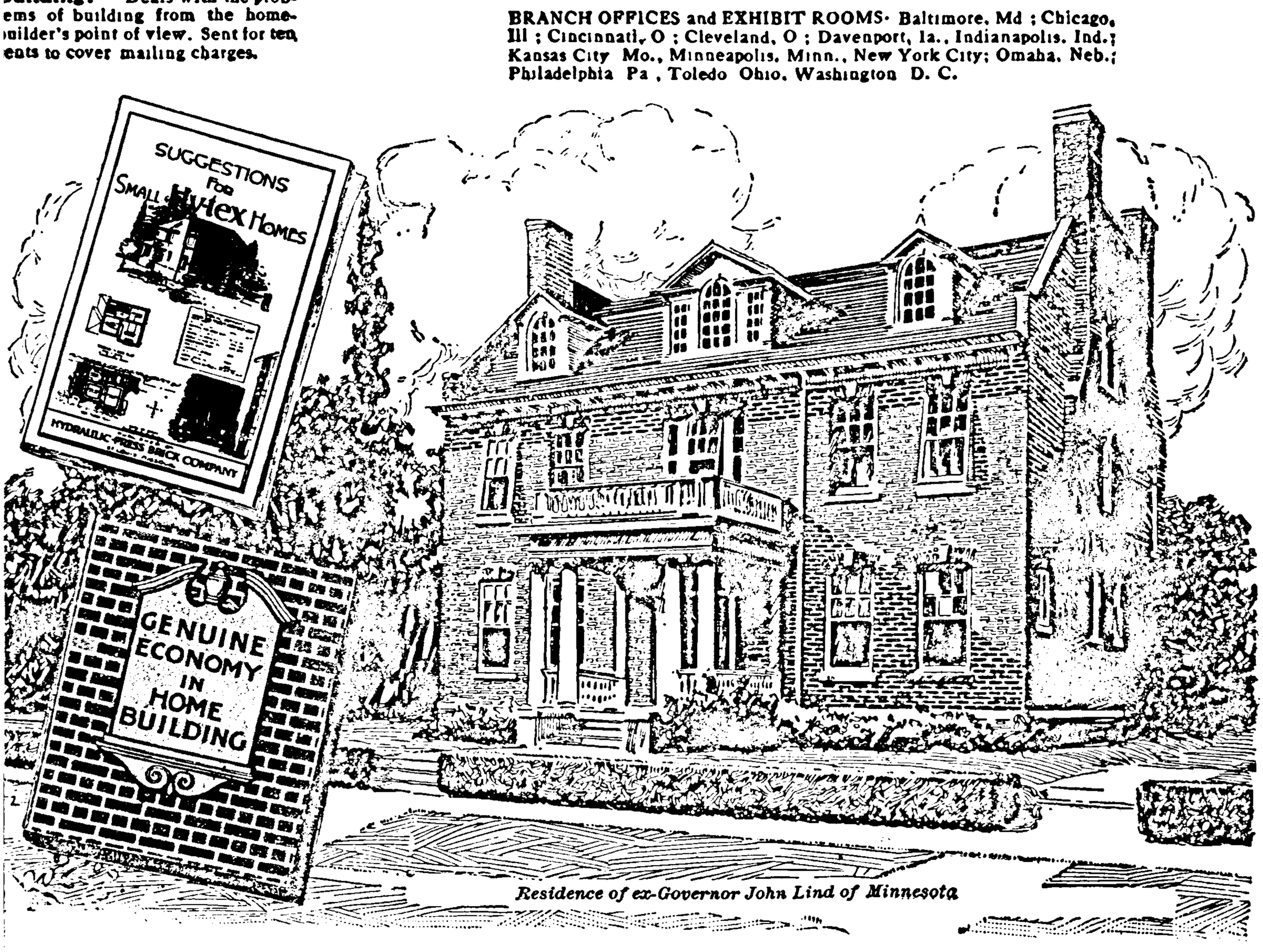
"Suggestions for Small Hy-tex Homes." Pictures and floor plans of 26 houses of really moderate cost. Sent for four cents to cover mailing charges.

"Genuine Economy in Home Building." Deals with the problems of building from the home-builder's point of view. Sent for ten cents to cover mailing charges.

HYDRAULIC-PRESS BRICK COMPANY

Dept. E 10 St. Louis, Mo.

BRANCH OFFICES and EXHIBIT ROOMS: Baltimore, Md; Chicago, Ill; Cincinnati, O; Cleveland, O; Davenport, Ia., Indianapolis, Ind.; Kansas City Mo., Minneapolis, Minn., New York City; Omaha, Neb.; Philadelphia Pa, Toledo Ohio, Washington D. C.



Residence of ex-Governor John Lind of Minnesota

One of a Series of Advertisements, Showing Books to Write For

Unseen Forces Behind Your Telepho

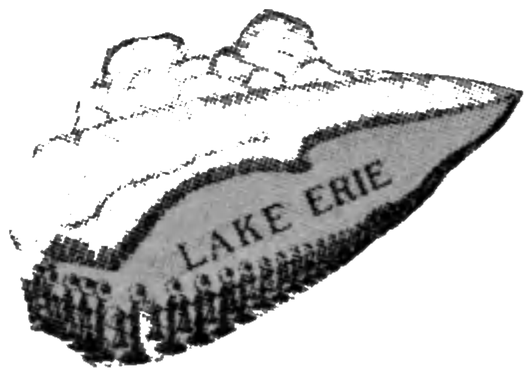
THE telephone instrument is a common sight, but it affords no idea of magnitude of the mechanical equipment by which it is made effective.

To give you some conception of the great number of persons and the enorm quantity of materials required to maintain an always-efficient service, vari comparisons are here presented.

The cost of these materials unassembled is only 45% of the cost of constructing the telephone plant.

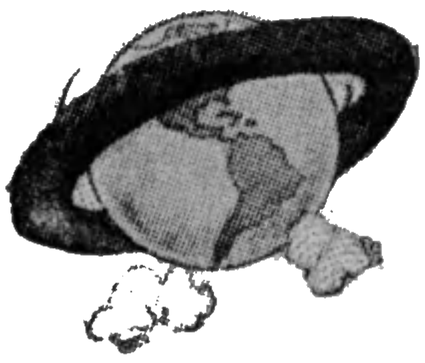


Poles
enough to build a stockade around California — 12.480,000 of them, worth in the lumber yard about $40,000,000.

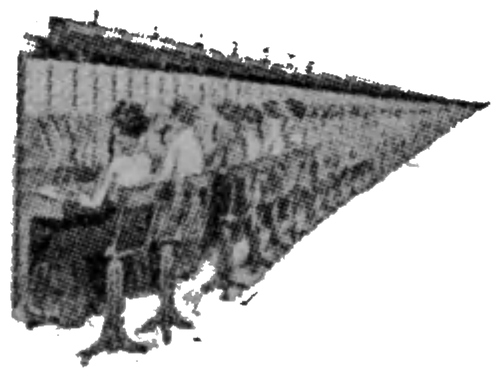


Telephones
enough to string aro Lake Erie—8,000, of them, 5,000,000 owned, which, equipment, cost at factory $45,000,00(

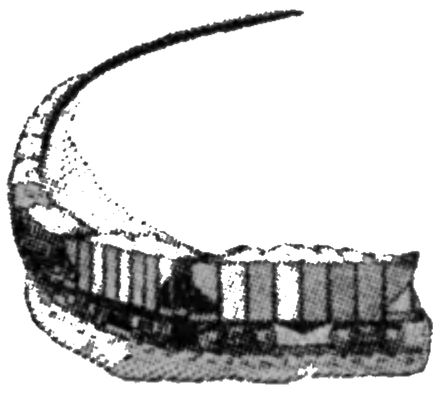
Wire



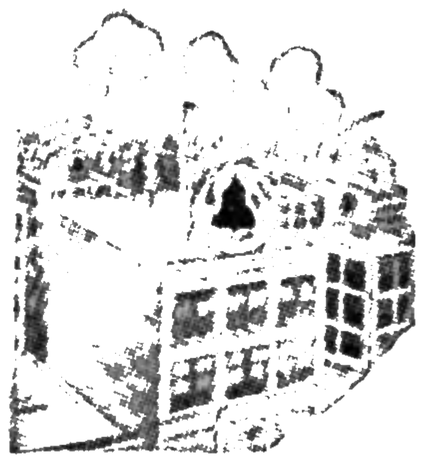
to coil around the earth 621 times—15,460,000 miles of it, worth about $100,000,000, including 260,000 tons of copper, worth $88,-000,000.



Switchboard
in a line would ext thirty-six miles—55, of them, which cost, assembled, $90,000,00(



Lead and Tin
to load 6,600 coal cars —being 659,960,000 pounds, worth more than $37,000,000.



Buildings
sufficient to house a ci 150,000—more than a th sand-buildings, which, furnished, and without l cost $44,000,000.



Conduits
to go five times through the earth from pole to pole — 225,778,000 feet, worth in the warehouse $9,000,000.



People
equal in numbers to entire population of oming—150,000 Bell tem employes, not cluding those of conn ing companies.

The poles are set all over this country, and strung with wires and cables; conduits are buried under the great cities; the telephones are installed in sepa homes and offices; the switchboards housed, connected and supplemented other machinery, and the whole Bell System kept in running order so that subscriber may talk at any time, anywhere.

AMERICAN TELEPHONE AND TELEGRAPH COMPA
AND ASSOCIATED COMPANIES

One Policy *One System* *Universal Serv*

An Interesting Short Story, Illustrated and Displayed

ive Policies In One



—Secure against loss through burglary or theft.
—Secure against loss through glass-breakage.
—Secure against loss through damage by water or explosion of boilers.
—Secure against loss through injury to servants or guests on the premises.
—Secure against loss of rent through fire and other calamities.

You need **THE ÆTNA'S**
Combination Residence Policy
(Sold in States where authorized)
if you value a feeling of absolute security against all possible financial loss.

Fill in, tear off and mail back coupon NOW

TO THE ÆTNA ACCIDENT AND LIABILITY CO., HARTFORD, CONN. (*Tear off*)
Everybody's Please mail me full particulars of your Combination Residence Policy.
My Name and Address _____

Confused Effect Through Equal Eye-Movement in Many Directions



A regular favorite—

A soup that everybody enjoys. Just the savory nourishing dish you want to help out a slender dinner; give character to a luncheon; or add tasty substance to any meal—

Campbells' OX TAIL SOUP

It is made from selected meaty ox tails prepared with utmost nicety and caré. The sliced joints are combined with carrots, turnips, barley, celery and herbs in a rich tomato purée which is flavored with dry Spanish sherry of our own importation.

You could not imagine a more wholesome and satisfying soup. Prove this yourself *today. Your money back if not satisfied.*



Harry Hooper hiked
ashore,
And cried, "there's
Campbell's label.
Just look, I'll hook
Two cases more
To grace the Captain's
table".

21 kinds 10c a can

Asparagus	Clam Chowder	Pea.
Beef	Consomme	Pepper Pot
Bouillon	Julienne	Printanier
Celery	Mock Turtle	Tomato
Chicken	Mulligatawny	Tomato-Okra
Chicken Gumbo(Okra)	Mutton Broth	Vegetable
Clam Bouillon	Ox Tail	Vermicelli-Tomato

Look for the red-and-white label

Playing up the Leader, with List Very Small



Judge by What It Did

In this day of Light Sixes, with some 31 models, thousands of men ask, "Which is best?"

Can you pick out the coming leader in a crowd of college students? Or say what leading man of now will attain a monument?

Nor can you in cars. None can be judged by prospects or promises. The verdict of history alone is decisive.

Hudson Has a History

The HUDSON Light Six, in last year's model and this one, has been driven some 30 million miles in the hands of over 12,000 owners. What those men say is history. Any user will tell you that the HUDSON has proved itself faultless, sturdy, economical, ideal.

Then the history of former HUDSONS gives confidence in this. The HUDSON success is marvelous. And it grows with experience. HUDSON sales have trebled in the past two years.

The history of Howard E. Coffin, this car's famous designer, is another convincing factor. He is a 12-year leader in motor car engineering. His models have always been right. They have always established a new high mark in their class.

Is This-or-That Car Like the Hudson?

Our dealers are asked—perhaps a thousand times daily—"How does This-or-That car compare with the HUDSON?" Outside of appearance and evident features, no one can answer that.

The Light Six is a new type. In its creation, all old-time standards had to be revised. It involves a new-type motor. It requires special steels. To attain this lightness a thousand parts had to be re-designed.

The Light Six, to be sturdy, must have exceptional quality. The questions of strength and endurance, upkeep and repair, must be answered by time and tests. In the HUDSON those questions are answered.

Waste Is Unpopular

The Light Six is in vogue now because waste is unpopular. Needless size and weight, with their over-tax, offend the spirit of the times.

The HUDSON is this Light Six type carried to perfection. It shows the result of four years of refinement. Every part and detail shows the final touch. And it is a time-tested production.

Its supremacy shows in lines and finish, in luxury and equipment, in its evident class. These facts, with its history, will make it your first choice. Now is the time to prove that—before the over-demand which comes to every leading model every spring.

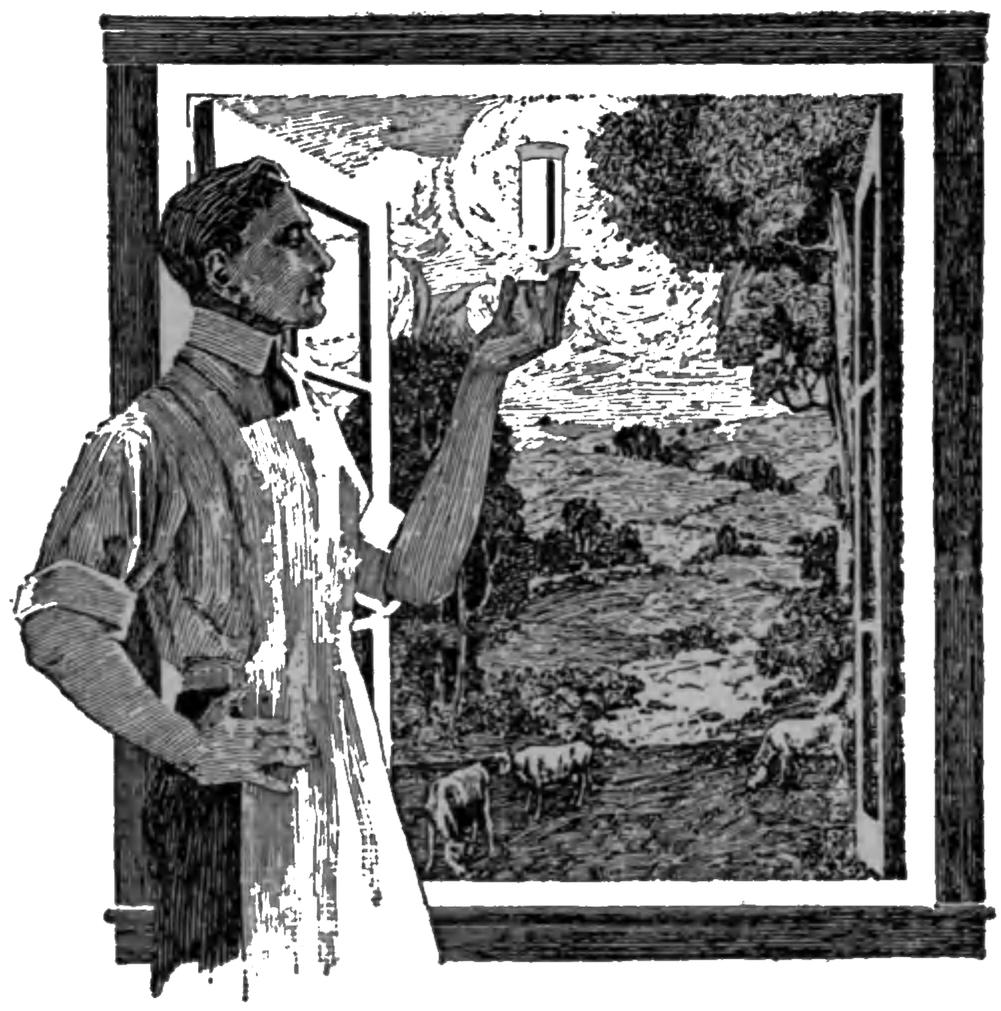
7-Passenger Phaeton, $1550, f. o. b. Detroit
Four other body styles

The HUDSON Company never loses interest in the cars it sells. So long as a car is in service we maintain our interest in the character of its service. That's one great reason for HUDSON reputation.

HUDSON MOTOR CAR COMPANY, DETROIT, MICH.

The Argumentative Type







How the name "Borden" guarantees the purity of milk

The Borden Company receives every year 1,250,000,000 pounds of milk supplied by 250,000 cows, delivered from 12,000 dairy farms.

This milk is inspected, cooled, pasteurized, condensed, evaporated and otherwise cared for in 150 different plants, located in 15 states and provinces.

Borden's fresh milk is delivered every morning over the two largest milk routes in the world—New York and Chicago. Yesterday's milking is on today's breakfast tables.

Borden's Condensed Milk and Evaporated Milk are sold in every town and by practically every grocer in North America.

Upon the right handling of milk the first few hours after milking depends its purity, just as on the right feeding and care of the cow depends the quality. The washing of the cow, the sterilizing of the hands of the milker, protection from the air, the quickness of the cooling, all these steps make Borden's

MILK

in all its forms—fresh, condensed, evaporated, malted, cultured—a symbol for purity and quality.

BORDEN'S CONDENSED MILK CO.

NEW YORK



60 Million Corns

Have Been Ended in This Simple Blue-jay Way

Please mark this—you who suffer corns.

About half the corns that develop today are being removed by **Blue-jay.** And yours can be ended any time in this easy, pleasant way.

Corns are not as common as they used to be. But that fact is not due to any difference in shoes.

It is due to the chemist who invented **Blue-jay,** after working for years on this corn problem.

A Million a Month

Now about one million corns monthly are being removed—completely removed—by **Blue-jay.** And this is the method:

Folks apply **Blue-jay** at night—it is done in a jiffy. Pain ceases from that instant and the corn is forgotten.

Then slowly and gently **Blue-jay** loosens the corn. In two days it comes out—root, callus and all—without any pain or trouble. Nine times in ten this happens. One corn in ten—the stubborn corn—needs a second application.

That removed corn is ended. New corns may come if you pinch the feet, but the old corn is gone completely.

That seems too good to be true. But remember, **Blue-jay** has actually done this with sixty million corns. It is doing it daily all around you. Your very neighbors know that **Blue-jay** means freedom from all corns.



Look for the Blue-jay Girl in the Drug Store Window

Then Why are Corns?

Then why are there any corns? It is simply because some don't know **Blue-jay,** and some can't believe what we say.

Some of those people merely pare corns—coddle them—keep them year after year. One-tenth the time of a single paring would end the corn with **Blue-jay.**

Some have used old-time methods until they feel that nothing really ends a corn.

Yet corns by the millions are ended forever for people who use **Blue-jay.** And all those people know that corns are needless.

5 Cents and 5 Seconds

It costs five cents, on the average, to remove a corn with **Blue-jay.** And five seconds will apply it.

That is all there is. No after treatment, no pain, no trouble, no inconvenience. Just let **Blue-jay** undermine the corn.

If you doubt this, ask for samples. Let us take out one corn free. Or go to your druggist today and get **Blue-jay.** Apply it tonight and watch results in two days. It will not take long to convince you.

But don't take some ancient, ineffective treatment. There is nothing else like **Blue-jay.** Its invention has made obsolete the petty, unscientific ways which were used for treating corns.

Insist on the modern way.

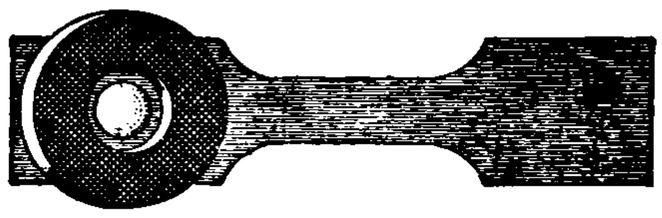


This is a corn. **Blue-jay** removes this entire cone-shaped callus. Paring simply removes the top, and the corn remains and grows.

Blue-jay

Ends Corns

Stops the Pain Instantly. Removes Corns in Two Days.
15 and 25 Cents—at Druggists.
Samples Free on Request.



This is a **Blue-jay** plaster. The bit of B & B wax within the felt pad is the secret of its power. The rest assures you comfort and protection.

Bauer & Black Makers of Surgical Dressings and Physicians' Supplies **Chicago and New York**

Good Magazine Advertisements Nowadays Combine Half-Tones and Pen-and-Ink Drawings

Nearly Always Some Bad Judgment

About food or drink causes the headaches, sleeplessness, bowel troubles, heart failure, nervousness and a dozen and one other disturbances.

It's easy to prove whether or not

Coffee

is the hidden cause.

Some persons are really anxious enough to recover lost health to make the experiment and find out.

Quit coffee absolutely for 10 days and use hot, well-made

A genuine food-drink made of wheat and a small percent of New Orleans molasses.

POSTUM

It supplies a hot table beverage with a coffee color and a snappy flavour much resembling Old Dutch Java.

Postum is pure and absolutely free from caffeine, or drug of any kind.

If the aches and ails begin to disappear in a few days, you will know how to avoid that kind of trouble in the future.

Postum comes in two forms:

Regular Postum—must be well boiled.

Instant Postum is a soluble powder. A teaspoonful dissolves quickly in a cup of hot water and, with the addition of cream and sugar, makes a delicious beverage **instantly.**

It's a lot of fun to be perfectly well.

"There's a Reason" for POSTUM

Open, Easy Reading, in Uniform Type

The Things Women Keep Quiet About

What nearly all women go through and don't tell the men

Here they are brought out into the daylight for the first time: the reticences that so many have: the little, but big, things that hurt so badly but that women can't talk about: the curtains of mist that so often fall between husband and wife: the battles that so many wives fight in the dark—and all in silence. Here women not only tell of them, but in each "confession" is "the way out" that so many women are groping for, clearly shown from actual experience.

The series is in

The October LADIES' HOME JOURNAL

15 Cents: On Sale Everywhere

THE CURTIS PUBLISHING COMPANY, INDEPENDENCE SQUARE, PHILADELPHIA

The Editor Believes in the Simple Force of Ideas

One Motorcycle Tire

Holds Every World's Record—Dominates in Sales And Equips ¾ of All the New Machines

It is built by Goodyear—built just the same as Goodyear automobile tires, which have won top place in Motordom. Consider that—one maker holds the leading place both in motor car and motorcycle tires, despite tremendous rivalry. In three years Goodyears have gained topmost place in Tiredom. And the only reason lies in super-service proved by millions of these tires.

Why Take a Chance?

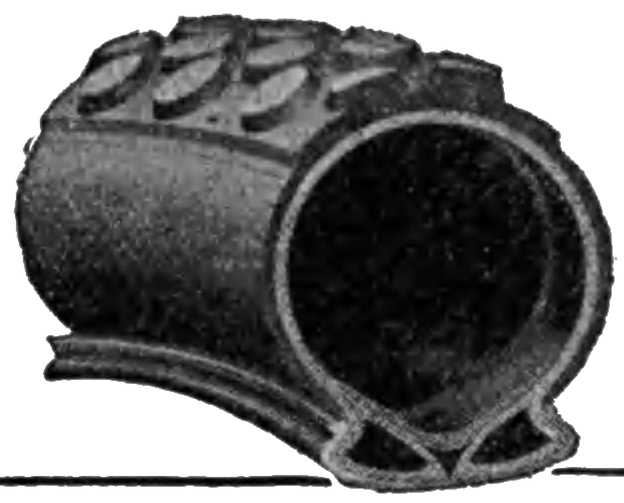
Rival makers, of course, must say, "Our tires are as good as Goodyears." But look at the evidence.

How is it that Goodyears won all the world's records in speed and durability tests?

How is it that Goodyears, in the test of time, came to outsell others?

Why is it that three-fourths of all the 1914 motorcycles come out with Goodyear equipment?

And look at automobiles. Those tires must also stand fearful strain and grind. And most users meter their mileage. Goodyears in that field have outrivaled all others. Now they have won in both fields by giving most of what you desire in a motorcycle tire.



Then why take chances? No tire, in any way, offers more than Goodyears. You pay no more for Goodyears than for other standard makes. No good tire costs you less. And the verdict of users—the final verdict as shown by sales—is that Goodyears are best.

Made with a double-thick anti-skid tread. Made by a patent method to prevent tread separation. Made to hold forever the place they hold today.

There is a Goodyear dealer in your town. Ask us for his address—also for our book which pictures and describes the making of Goodyear tires.

GOODYEAR
AKRON, OHIO
Motorcycle Tires

THE GOODYEAR TIRE & RUBBER COMPANY, Akron, Ohio

Toronto, Canada **London, England** **Mexico City, Mexico**

Branches and Agencies in 103 Principal Cities ***Dealers Everywhere*** **Write Us on Anything You Want in Rubber**

(1530)

Skilful Display of Type with a Touch of Illustration by Lord & Thomas' $70,000 Copy-Writer. (Notice Trade-Mark)

Note How Goodyears Dominate in Every Street

You Can See That Men Prefer Them

No man can doubt—if he looks around—that Goodyear tires have best met men's requirements.

Note what a percentage of motorists have adopted them—men who want quality tires. Goodyear tires, after 15 years of testing, outsell any other.

Those Goodyear users number hundreds of thousands. Together they have tried out more than four million Goodyear tires.

They are men like you—with wants like yours. They seek safety and sturdiness, freedom from trouble. They look for low cost per mile, just as you do.

They have decided, in this overwhelming way, that Goodyear tires excel. And today the cars with Goodyear equipment would reach a thousand miles, placed end to end.

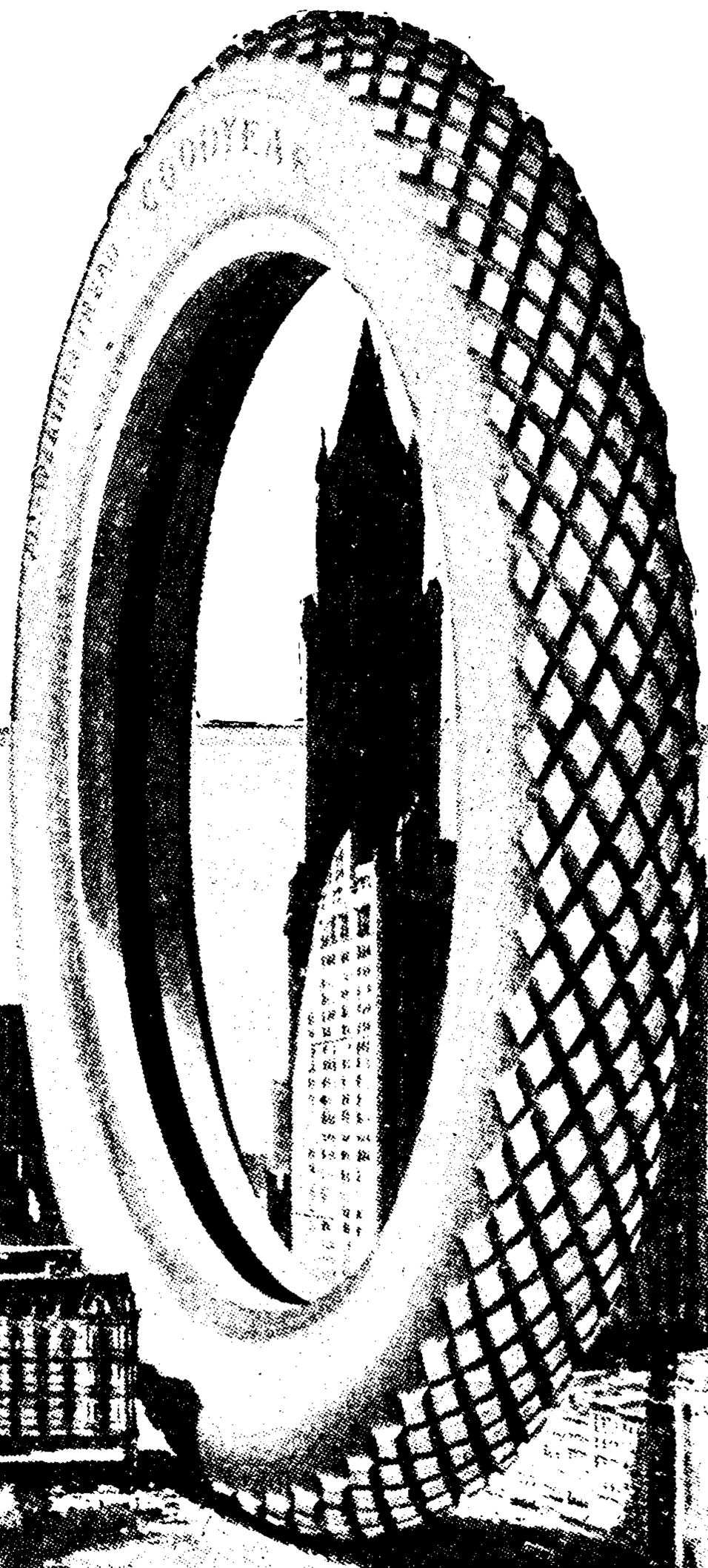
Doesn't that suggest that, when you know what these men know, you'll also use these tires?

GOODYEAR
AKRON, OHIO
Fortified Tires.
The only No-Rim-Cut Tires
The only "On-Air" Cured Tires
The only All-Weather Treads

All-Weather Treads

This is another exclusive Goodyear feature—this tough, double-thick anti-skid. The grips are deep and enduring, sharp-edged and resistless. Yet they are flat and regular.

Here is all of a plain tread's smoothness, combined with extra thickness, extra toughness and a bulldog grip. What other tread, however costly, meets winter needs like this?



Fortified Tires

Goodyear Fortified Tires are the only tires which have our No-Rim-Cut feature. That combats rim-cutting in the best way known.

They are the only tires which get the "On-Air" cure, on which we spend $450,000 yearly. That ends a major cause of blowouts.

By a patent method—used by us alone—we reduce by 60 per cent the risk of tread separation.

Thus we directly combat the chief causes of tire ruin in ways employed by no other maker. Thus we save tire users millions. Thus we avoid for them countless tire troubles.

In addition we spend $100,000 yearly in laboratory work to insure you the utmost in a quality tire.

Those are the resistless reasons which are bringing men by the legions to these Fortified Tires. And they are bound to bring you.

Ask any dealer for Goodyear Fortified Tires and he will supply you tires such as we describe.

The Goodyear Tire & Rubber Company, Akron, Ohio

A Suggestive Picture Sometimes Helps the Argument

STUDY LAW AT HOME

Become an LL.B.

Only Law School of Its Kind In America

ONLY recognized resident law school in the United States conferring Degree of Bachelor of Laws—LL.B.—by correspondence. ONLY law school in U. S. conducting **standard resident school** and giving **same instruction, by mail.** ONLY law school giving **over 450 class-room lectures** to its **extension students.** ONLY law school giving a full **3-year, University Law Course, by mail,** having an **actual faculty** of over **30 prominent lawyers,** (3 of whom are Asst. United States' Attorneys) in **active practice.** ONLY law school in existence giving **Complete Course in Oratory and Public Speaking,** in conjunction with its law course. **We guarantee to prepare our students to pass bar examinations.** School highly endorsed and recommended by **Gov. Officials, Business Men, Noted Lawyers and Students.** Send today for **Large Illustrated Prospectus.** Special courses for Business Men and Bankers.

HAMILTON COLLEGE OF LAW, 501 Advertising Bldg. Chicago, Ill.

Are You Successful?



Your memory is the measure of your mental efficiency: your mental efficiency is the measure of your success WEST'S MIND AND MEMORY TRAINING WILL GIVE YOU A READY, DEPENDABLE MEMORY, INCREASE YOUR MENTAL EFFICIENCY 50 PER CENT, AND START YOU ON THE SURE ROAD TO WEALTH AND SUCCESS Our free booklet tells how gives proof, also, how to obtain free THE 1912 STANDARD DICTIONARY.

THE NAT. PRESS ASS'N, Dept K, INDIANAPOLIS, IND.

MAKE MONEY WRITING

STORY-WRITING TAUGHT BY MAIL

MSS. criticised, revised, and typed, also, sold on commission. Our students sell stories to best magazines Free booklet, "WRITING FOR PROFIT," tells how, gives proof National Press Association, Dept. 87, Indianapolis, Ind

COPY THIS SKETCH

and let me see what you can do with it You can earn $20 00 to $125 00 or more per week, as illustrator or cartoonist My practical system of personal individual lessons by mail will develop your talent Fifteen years successful work for newspapers and magazines qualifies me to teach you

Send me your sketch of President Wilson with 6c in stamps and I will send you a test lesson plate, also collection of drawings showing possibilities for YOU.



THE LANDON SCHOOL of Illustrating and Cartooning

1430 Schofield Building, Cleveland, O

CIVIL SERVICE

positions are in all parts of the country Good pay, steady work, life positions, congenial surroundings, promotions on merit, short hours, annual vacation and sick leave with pay. Many thousands appointed yearly Both sexes. No political pull. Nearly 300,000 classified positions. Common school education sufficient. Full information and questions used by the Civil Service Commission free.

COLUMBIAN CORRESPONDENCE COLLEGE, WASHINGTON, D. C.

SHORTHAND IN 30 DAYS

We absolutely guarantee to teach shorthand complete in only thirty days. You can learn in spare time in your own home, no matter where you live. No need to spend months as with old systems. Boyd's Syllabic System is easy to learn—easy to write—easy to read. Simple. Practical. Speedy. Sure. No ruled lines—no positions—no shading as in other systems. No long lists of word signs to confuse. Only nine characters to learn and you have the entire English language at your absolute command. The best system for stenographers, private secretaries, newspaper reporters and railroad men. Lawyers, ministers, teachers, physicians, literary folk and business men and women may now learn shorthand for their own use. Does not take continual daily practice as with other systems. Our graduates hold high grade positions everywhere. Send to-day for booklets, testimonials, etc.

CHICAGO CORRESPONDENCE SCHOOLS
956 Chicago Opera House Block, Chicago, Ill.

BECOME A NURS

'I recommend The Chautauqua School of Nursing. I ea double my tuition while studying, now I receive $20 a week —*Edna Henderson Endicott, Wash* (por



THE Chautauqua Sc of Nursing has tra thousands of women in t own homes to earn $1 $25 a week as nurses S for a copy of "How I Bec a Nurse" and our Year B —248 pages with actual periences of Chautau Nurses.

Forty-eight specimen lesson sent free to all inquirers

The Chautauqua School of Nursi
281 Main St. Twelfth Year Jamestown,

German-French-English-Italian-Spanish

any other language learned quickly and easily by either the Cylinder or Disc Cortina Phone Method at home Write for free booklet today, easy payment plan.

Cortina Academy of Languages
1011 Metca Bldg., 1600 Broadway, co

Taxidermy Book FREE



Mount Bir

We teach you **by mail** to stuff and mount all of **Birds, Animals, Game Heads.** Also skins and make rugs Be your own taxide Decorate your home with your beautiful troph increase your income selling specimens and mo for others Easily, quickly learned in spare ti men and women Highest endorsements by thousa students Write today for our great free book **to Mount Birds and Animals" Free**—write

N W School of Taxidermy, 1037 Elwood Bldg., Omaha



LEARN TO WRITE ADVERTISEMENTS

Earn to $ a W

We will teach you by corresponde the most fascinating and profita profession in the world. Send for beautiful prospectus. It's FREE.

PAGE-DAVIS SCHOOL

Address Dept. 1030 Page Bldg., Chic
either office Dept. 1030 150 Nassau St., N.



THAT'S ALL WE WANT TO KNOW

Now, we will not give you any grand —or a lot of free stuff if you answer th Nor do we claim to make you rich in a But if you are anxious to develop your with a successful cartoonist so you can money, send a copy of this picture with 6 in stamps for portfolio of cartoons and lesson plate, and let us explain

THE W. L. EVANS SCHOOL OF CARTOONING
833 Leader Bldg., Cleveland, O.



Dr. Esenwein

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A course of forty lessons in the history form, structu and writing of the Short-Story, taught by Dr. J. Be Esenwein, Editor Lippincott's Magazine *Over o hundred Home Study Courses under Professors Harvard, Brown, Cornell and leading colleges.*

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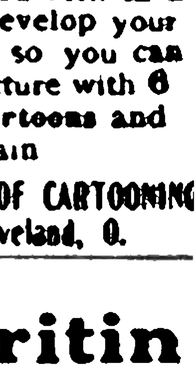
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LAW TAUG BY M

University Methods

Theory and Practice. Faculty, PROMINENT ATTORNEYS. Courses (UNIVERSITY, BANKING, BUSINESS) most COMPLETE, PRACTICAL, EASIEST, any by mail. University Course GUARANTEED PREPARE FOR BAR, any State. LAW DEGREES LEGALLY CONFERRED by respondence. Endorsed by BENCH and BAR, BUSINESS MEN, GRADUATES, STUDENTS. Write for HANDSOME FREE CATALOG. Special SCHOLARSHIP OFFER and evidence of results.

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A Page of Successful Small Advertisements, Each Distinctive

The IRWIN Bit Reg. U.S. Pat. Office

"Stamped on the shank of every genuine IRWIN BIT."

"IRWIN"—A Bit of Perfection



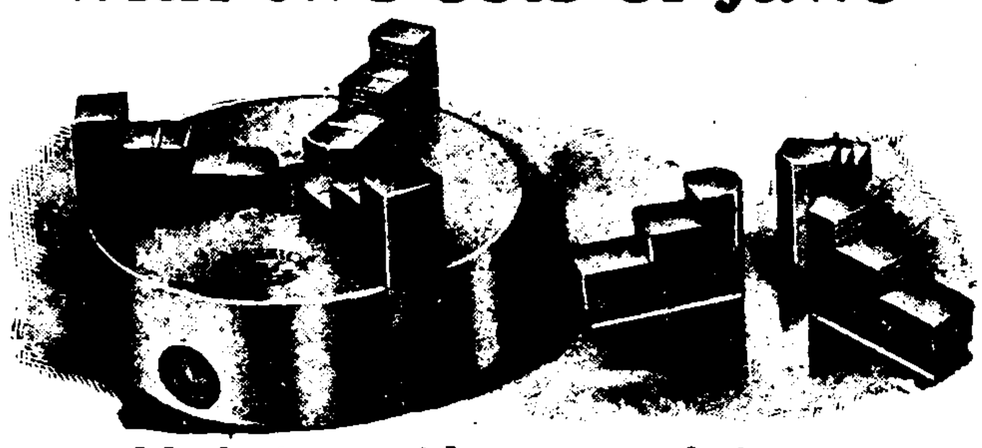
A Bit of toughest steel for the tough, knotty jobs. Trip hammer forged out of one solid piece of steel and tempered to perfection.

If "IRWIN" is stamped on the shank—that bit is bound to be a crackerjack—the best that money can buy. For years it has been the acknowledged leader. Take no chances, but insist upon getting the genuine "IRWIN" from your Hardware Dealer.

THE IRWIN AUGER BIT COMPANY, Wilmington, Ohio

Union Geared Scroll Chucks

with two sets of jaws



Made in a wide range of sizes

Union Mfg. Co., New Britain, Conn.

This VEST POCKET SNIP Costs but $1.00

It will cut anything up to 18 gauge. Made of Crucible Tool Steel, handsomely finished and absolutely guaranteed. Just the tool for YOU, no matter what your trade. If your dealer cannot supply you, send your order direct to us.



BARTLETT MANUFACTURING CO.
40 Lafayette Avenue East DETROIT, MICH.

Sharpens All Tools Easy and Quickly

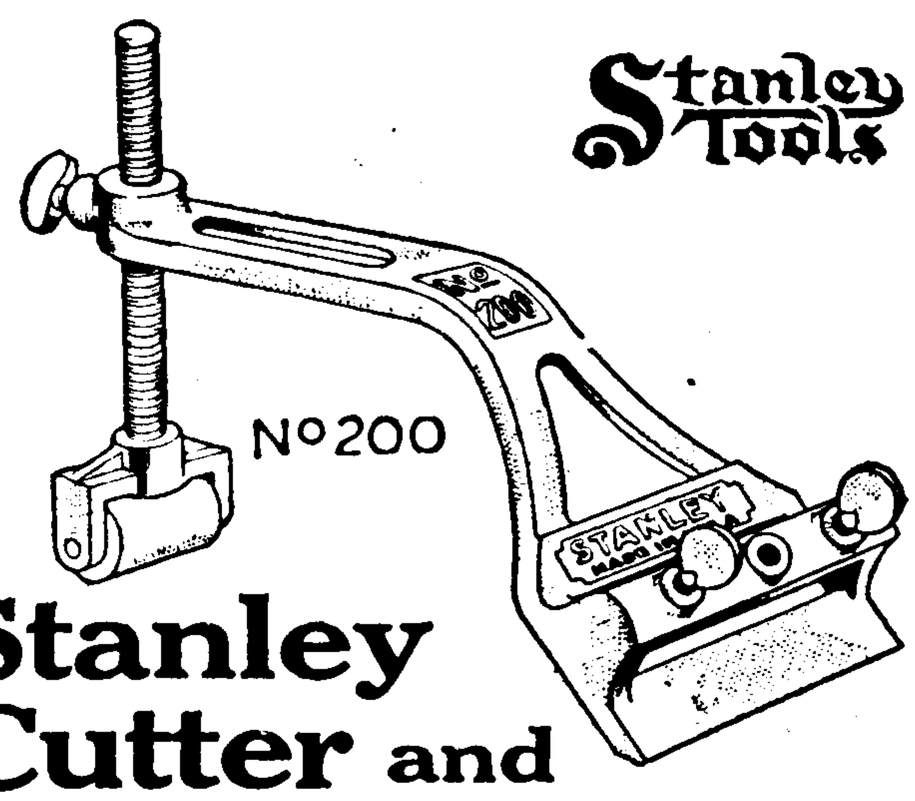
Luther Hummer Tool Grinder



No water needed—no danger of drawing temper Runs by steel shaft drive like auto. Bearing and gears dustproof Patented tool rest Many special attachments. Descriptive booklet free. Write for it.

LUTHER GRINDER MFG. CO.
982 Point St. MILWAUKEE, WIS.

Stanley Tools



Stanley Cutter and Chisel Grinder

A device for holding Plane Irons, Chisels and other similar cutting tools that they may be ground or honed to any desired angle or bevel, insuring an accuracy that is very difficult to obtain when tool is held in the hand.

Price, Each, 90c

If you cannot procure this tool from your hardware dealer, we will send same, postage prepaid, on receipt of the price mentioned above.

ADDRESS

STANLEY RULE & LEVEL CO.
NEW BRITAIN, CONN. U.S.A.



Send for YOUR copy of Booklet of 3,000 RED DEVILS

Red Devil Tools

Have long been the standard by which others have been judged. That is why unscrupulous dealers will say, when offering a substitution, "It's about as good as a RED DEVIL." But try a

RED DEVIL No. 1024—6½ Inches

It is a solid drop forged, handy slip joint, combination tool, adjustable for large and small pipes, etc. The convenient size and thin nose makes it easy to get into close places. It has beautiful gun metal dentyne milled handles. If your dealer can't supply, send 50 cents for one sample only

SMITH & HEMENWAY CO., Inc.
161 Chambers Street NEW YORK CITY

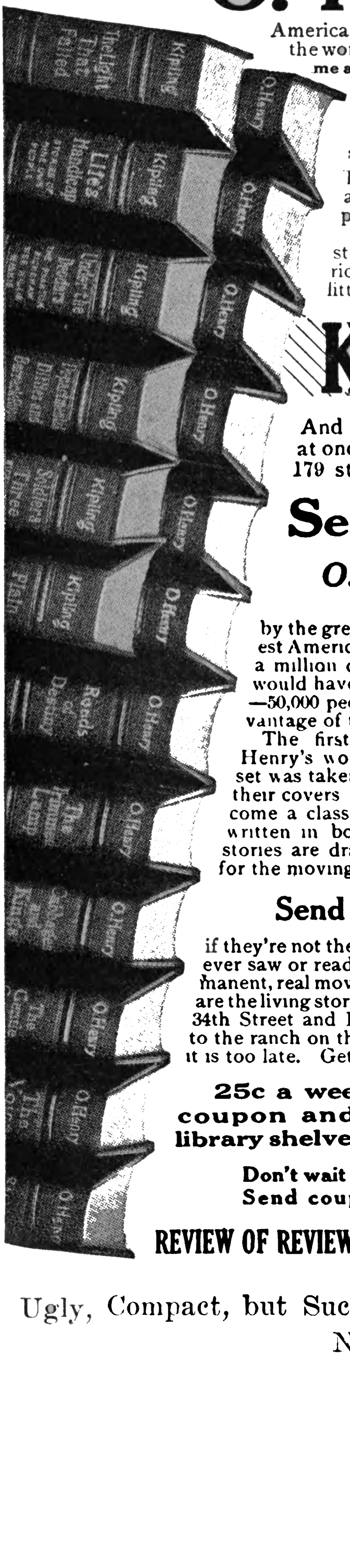
A Confused-Looking Page in Ugly Type. Advertisements Should Beware of Bad Company

I Am Just A Poor Boy *from the* Country



Sensitive, avoiding the lime-light, this is the whimsical answer that

O. HENRY



America's greatest short-story writer—made when the world tried to lionize him: **"Oh, pshaw! Leave me alone! I am just a poor boy from the country."** He preferred the shadows of the street corners, where he could gaze upon the hurrying stream of life, deep into the hearts of men, and picture for you the generosity, ferocity, kindliness, want, devotion, the laughter and the mockery, the feverish activity and the stark despair—all the complex interplay of human emotions which go to make life.

All this he compressed into 274 of the greatest stories that ever were written. Packed into twelve rich volumes—yours today for a little price and little payments for a short time only.

KIPLING GIVEN AWA

And in the bargain, just to spread this edition to every corner of the cou at once, you get **without extra charge** the best of Kipling, in six rich volu 179 stories and poems and his great long novel, "The Light That Fail

Send Coupon for 18 Volume

O. Henry 453 Short Stories 2 Complete Novels *Kipling*

by the greatest English and the greatest American short-story writers Half a million dollars is what these writers would have been paid for these stories —50,000 people have rushed to take advantage of this offer

The first complete edition of O Henry's works sold at $125, and every set was taken before the sheets were in their covers Already O Henry has become a classic His biography is being written in books and magazines, his stories are dramatized for the stage and for the moving-pictures, the text-books of American literature embody them, sculptors are making statues—colleges are discussing his place in literature

This offer is passing The royalties on both the **Kipling and the O Henry** are heavy and we can't afford to make this a permanent thing. Only the demand of thousands of disappointed book-lovers caused us to extend it for these few weeks more.

Send No Money With the Coupon

if they're not the biggest, the best thing in the covers of a book you ever saw or read Better than moving pictures—for these are permanent, real moving-pictures of life, better than classics, for these are the living stories of to-day, from Mandalay on the China Bay to 34th Street and Broadway, and from the Piccadilly in London to the ranch on the Mexican border Send the Coupon before it is too late. Get both sets shipped at once free on approval.

25c a week pays for them. Send the coupon and put the full set on your library shelves and new joy in your heart.

Don't wait till to-morrow and be sorry.
Send coupon to-day and be glad.

REVIEW OF REVIEWS CO., 30 Irving Place, New York

THE REVIEW OF REVIEWS CO., 30 Irving Place, New Yor
Send me on approval, charges paid by you the set of O. Henry's works in 12 volumes full cloth binding Also the six-volume set of Kipling, bound in cloth, FREE. the books I will remit $1 00 per month for 15 months for the O Henry set and Kipling set free Otherwise, I will, within ten days, regra both sets at you
Name
Address
Occupation
The beautiful ¾-leather edition costs only a few cents more a has proved the favorite bi a set in this luxurious send $1.50 a m months.

Ugly, Compact, but Successful Mail-Order Advertisement. The Coupon Necessary for Getting Orders

LOFTIS
Perfection Diamond Ring

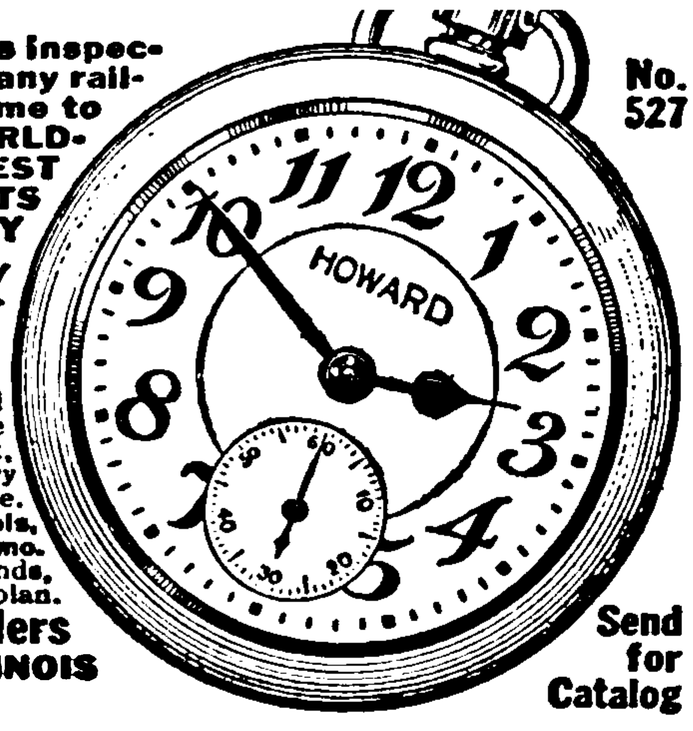
This Diamond Ring No. 659 is our great special. Finest quality pure white diamond. Mounted in our famous Loftis "Perfection" 6-prong ring 14-k solid gold. Special valu

50 TERMS: $5.00 A MONTH

Sent on approval, all charges prepaid. Other sizes and styles at $25, $40, $75, $100. See our Catalog. Sent Free on request

plendid 16 new model **HOWARD WATCH** will pass inspection on any railroad, and meets the most exacting requirements where time to the second is demanded. YOU CAN NOW BUY THIS WORLD-RENOWNED HOWARD WATCH OF US AT THE CHEAPEST SPOT CASH PRICE AND PAY FOR IT IN SMALL AMOUNTS EACH MONTH. USE YOUR CREDIT. TERMS ONLY

$5.00 Per Month



No. 527

Read the factory description: Precise adjustment for temperature, isochronism and 5 positions; Balance Wheel especially hard tempered; Balance Pivots and Train Pivots made of special steel; double roller escapement; steel escape wheel; 17 selected pigeon-blood Ruby and Oriental Sapphire Jewels: Pallet stones are Oriental Sapphires; Case is extra gold filled, screw bezel, solid back, swing ring, dust and moisture proof. Guaranteed 25 years. Every Howard Watch is cased at factory, timed and adjusted in its own case. Prices: 16 size, 17 jewels, $50; Terms, $5 per mo. 16 size, 19 jewels, $60; Terms, $6 per mo. 16 size, 21 jewels, $65; Terms, $6.50 per mo. Write for our free Catalog, containing over 2,000 illustrations of Diamonds, Watches, Jewelry, Silverware, etc. It tells all about our easy credit plan.

LOFTIS BROS. & CO., National Credit Jewelers
Dept. D894 100 to 108 N. State St. CHICAGO, ILLINOIS
Stores also in: PITTSBURGH: ST. LOUIS: OMAHA.

Send for Catalog

eight prepaid, on w 1915 **'RANGER'** le if you **write at nce** for *big catalog* and *special offer*. **Marvelous improvements.** Extraordinary values in our 1915 price offers. *You cannot afford to uy*, without getting **S**, equipment, sundries e **half usual prices.** u can make big money es. Do business **direct** merica. **Write to us.**

ATENTS

of value secured by Mason, Fenwick & Lawrence, Washington, D C., and New York City. Estb. 1861. BOOKLET FREE.

Grape Fruit

direct from Florida



Here is the sure, economical way to get fresh-picked, thin-skinned grape fruit of finest quality and flavor Let me send my Special Introduction Box direct from my own nurseries in Dade County, Florida—"where the finest grape fruit grow" We pick our fruit ripe and put the finest in these boxes—containing 36 to 80 to the box according to size of fruit—the 46, 54 and 64 sizes being most desirable.

An Exquisite Xmas Gift

Keep till used without ice—grow sweeter until all are used by any average family of two **Guaranteed satisfactory**—have shipped successfully all over America and Europe Try a box at once—you'll want to send a box to your best friend for Christmas

East of Pittsburgh, $5 00 per box delivered, all charges prepaid, between Pittsburgh and Chicago, $5 50, further West slight additional expressage.

J. WAINWRIGHT, JR.
Overbrook Nurseries
Cocoanut Grove, Florida

$3 fetches prepaid, anywhere in U.S., twelve jars of these tropical delicacies—each 8 oz. net—Guava Jelly, Guava Marmalade, Guava Jam, Guava Preserves, Orange Marmalade, Grape Fruit Marmalade, Kumquat Preserves, Kumquat Marmalade, Papaw Marmalade, Mango Preserves, Pineapple Preserves, and Pineapple Honey—one each of above, or your own selection of varieties.
Crystallized Pineapple, Kumquats and Papaws, 75c lb., delivered.



Your Future Depends On Yourself

A few years hence, then what? Will you still be an untrained, underpaid worker, or will you be a specialist in your chosen line, where you can earn more in one day than the untrained man earns in a week?

Your future depends on yourself. You must decide NOW. The way to avoid the hard road of disappointment and failure is to get the special training that will command the attention and a better salary from the man higher up.

Are you interested enough in your future to learn how the International Correspondence Schools can fit you for a better job?

No matter where you live, how little you earn, or what your previous education has been, the I. C. S. are ready to *show you the way to better pay and more attractive work.*

Choose a high-salaried future.

Mark and mail the coupon NOW

INTERNATIONAL CORRESPONDENCE SCHOOLS
Box 922 SCRANTON, PA.
Explain, without any obligation on my part, how I can qualify for the position before which I mark X.

Salesmanship	Civil Service
Electrical Engineer	Bookkeeping
Elec. Lighting Supt.	Stenography & Typewriting
Telephone Expert	Window Trimming
Architect	Show Card Writing
Building Contractor	Lettering and Sign Painting
Architectural Draftsman	Advertising
Structural Engineer	Commercial Illustrating
Concrete Construction	Industrial Designing
Mechan. Engineer	Commercial Law
Mechanical Draftsman	Automobile Running
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Mine Superintendent	Poultry Farming
Stationary Engineer	Teacher — Spanish
Plumbing & Steam Fitting	Agriculture — French
Gas Engines	Chemist — German

Name _____

Present Employer _____

Street and No. _____

City _____ State _____

The Picture, the Headline and the

RETAIN YO
GOOD LOO

CUTICU
SOAP

Assisted by occasional u
Cuticura Ointment doe
much to keep your skin c
scalp clean and free from
druff, hair live and glo
and hands soft and w
that not to use them is to
in your duty to yoursel

Cuticura Soap and Cuticura Ointment a
throughout the world. Send post-card to
depot for free sample of each, with 32-pag
Newbery, 27, Charterhouse Sq., London. R
& Co., Sydney, N.S W; Lennon, Ltd, Cape
Muller, Maclean & Co, Calcutta and B
Potter Drug and Chem. Corp', Boston, U S.
☞ Men who shave and shampoo with C
Soap will find it best for skin and scalp.

S ecial T e and Out

A Man's Drink—
A Woman's Drink—
Everybody's Drink



Vigorously good—and keenly delicious. Thirst-quenching and refreshing.

The national beverage—and ***yours.***

Demand the genuine by full name—
Nicknames encourage substitution.

THE COCA-COLA COMPANY
Atlanta, Ga.

Whenever you see an Arrow think of Coca-Cola.

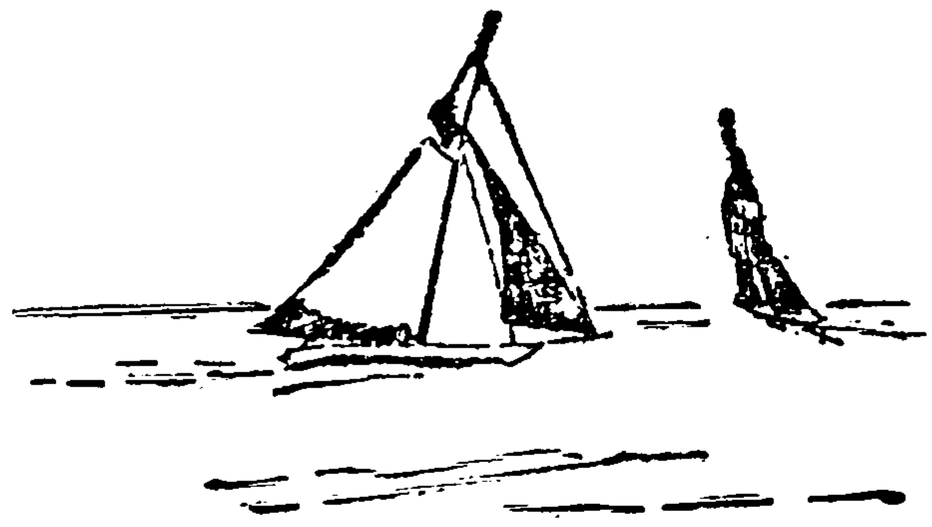
MARSHALL FIELD & COMPANY

September Sales Begin Tuesday.

Merchandise that appeals to every woman at prices that demand attention has been prepared in the sections devoted to the following lines:

Blankets and Comforters,
Longcloths and Boxed Nainsooks,
Outing and Shaker Flannels,
Bedspreads.

The Type Display is Ideal



Go To

SOUTH HAVEN

FOR A GENUINE OUTING

Boating, Bathing and Dancing

PEARS, PEACHES & EARLY APPLES

are ripe and waiting for you. Get out into the real country — away from the big city — via the

Big Steel Steamship **"CITY OF SOUTH HAVEN"**

Leaves Chicago 9:30 a. m. daily, except Saturday 2 p. m. and Sunday at 10 a. m. **$1.25** ROUND TRIP

Night Boat 9:00 p. m. daily, except Saturday and Sunday. Two Boats Saturday 10:30 p. m. **$1.25** ONE-WAY, **$1.75** ROUND TRIP

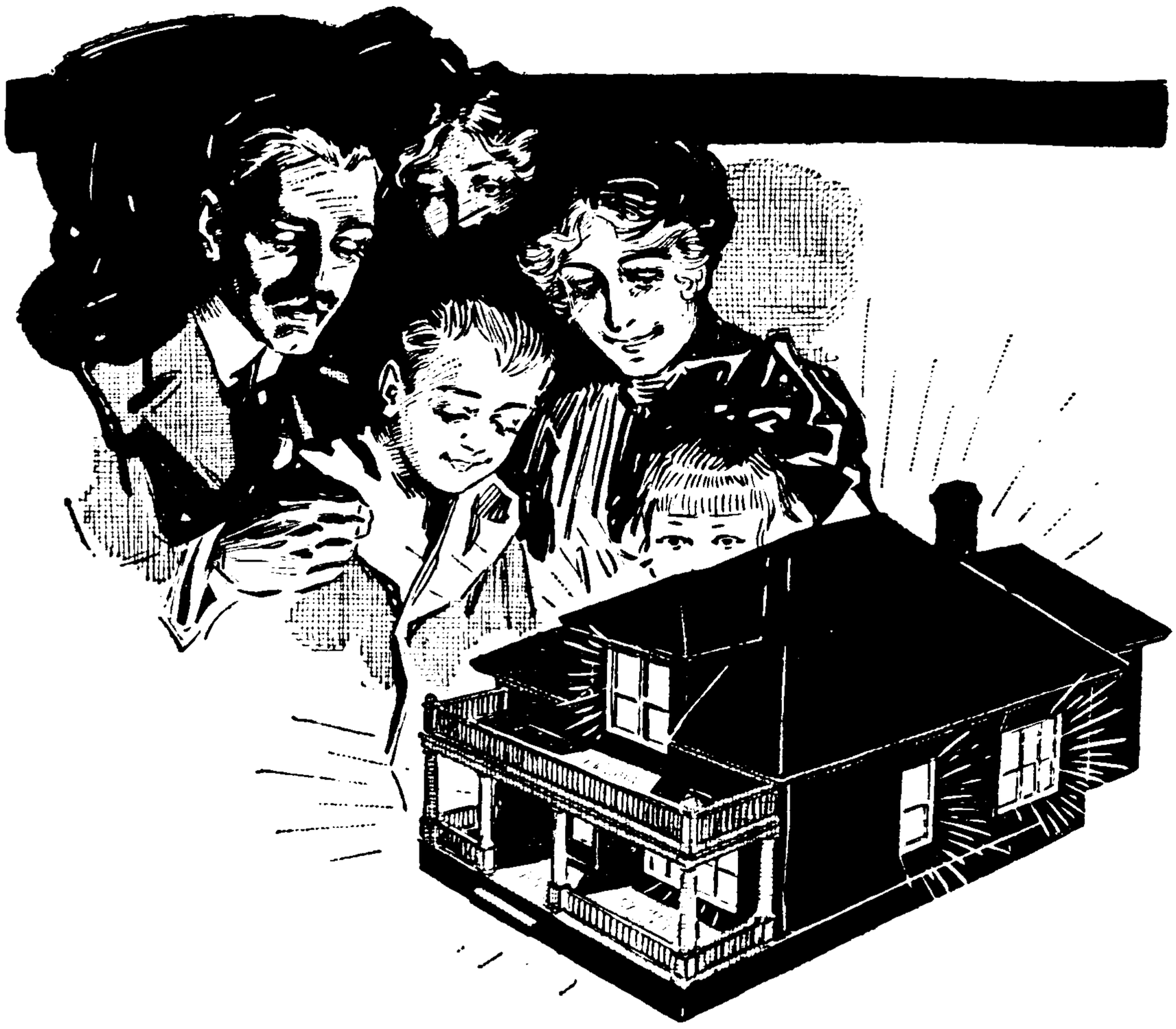
50c WAUKEGAN and RETURN 50c

Leave 10 a. m. except Sunday Home 6:30 in time for supper. In sight of picturesque North Shore all the way.

DOCKS CLARK STREET BRIDGE. PHONE FRANKLIN 814.

MUSIC AND DANCING FREE ON ALL TRIPS

The Type is Bad—Capitals are Hard to Read



How Bright and Cheerful the Old Home Looks Now

ELECTRIC LIGHT will transform *your* home into the most pleasant place imaginable. Its cheerful, congenial brilliance will delight every member of the family.

The soft, mellow illumination of Electric Light is very restful to tired eyes — fine for reading or sewing at night. Clean, safe, healthful — Electric Light should be in every modern home.

Have Your Home Wired Now —2 Years to Pay

The tertiary rate for Electric Light was reduced on March 1st, from 4c to 3c net per kilowatt-hour. Thus, it is now not only more economical than ever to use Electric Light, but also to wash, sew, iron or cook by electricity.

If your home is not wired, inquire about our convenient 2-years-to-pay, housewiring plan. Write today; or, 'phone Randolph 1280—Contract Dept.

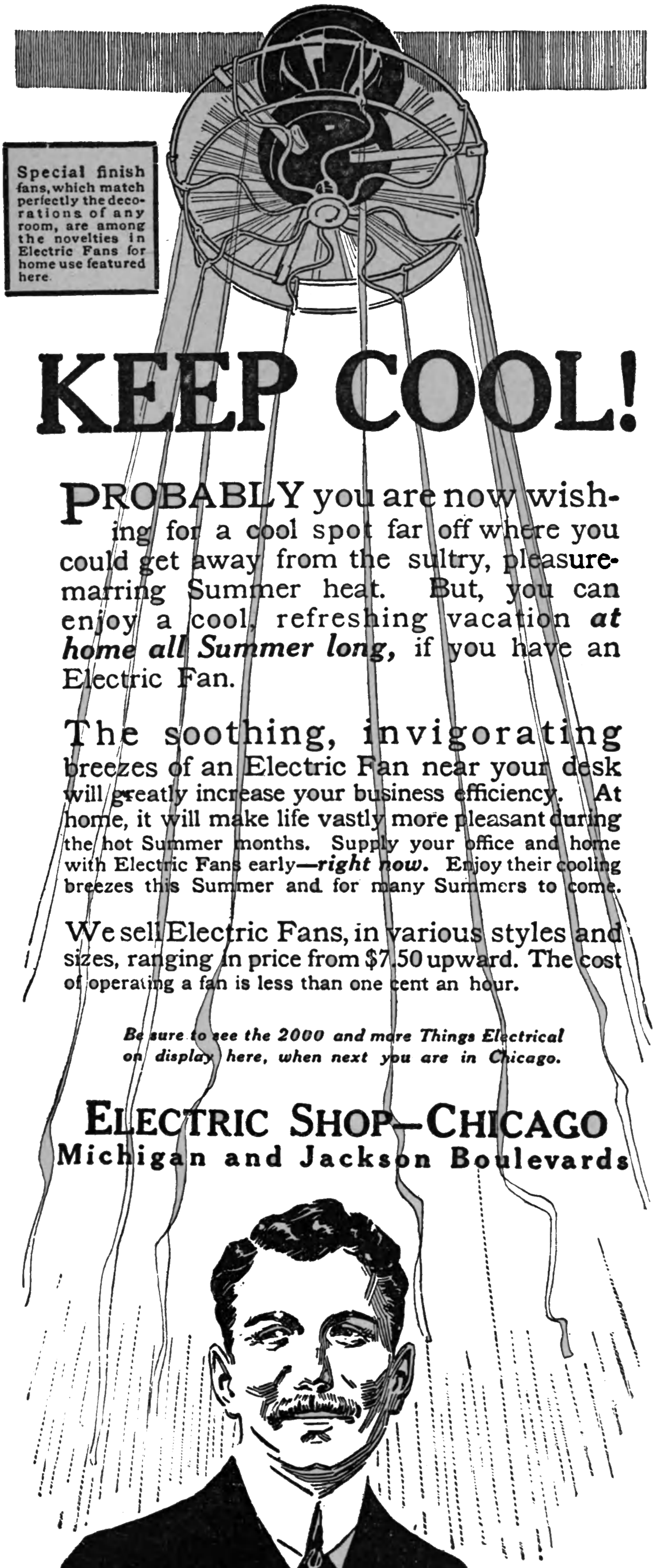
Commonwealth Edison Company

120 West Adams Street

or Any Member of the Chicago Electrical Contractors Association or Faraday Electrical Association.

Allurement in a Coarsely Drawn Newspaper Picture

W. D. McJunkin



Special finish fans, which match perfectly the decorations of any room, are among the novelties in Electric Fans for home use featured here.

KEEP COOL!

PROBABLY you are now wishing for a cool spot far off where you could get away from the sultry, pleasure-marring Summer heat. But, you can enjoy a cool, refreshing vacation ***at home all Summer long,*** if you have an Electric Fan.

The soothing, invigorating breezes of an Electric Fan near your desk will greatly increase your business efficiency. At home, it will make life vastly more pleasant during the hot Summer months. Supply your office and home with Electric Fans early—***right now.*** Enjoy their cooling breezes this Summer and for many Summers to come.

We sell Electric Fans, in various styles and sizes, ranging in price from $7.50 upward. The cost of operating a fan is less than one cent an hour.

Be sure to see the 2000 and more Things Electrical on display here, when next you are in Chicago.

ELECTRIC SHOP—CHICAGO
Michigan and Jackson Boulevards

One of W. D. McJunkin's Good Newspaper Advertisements. The Picture is Effective, Though Open and Coarse

Tickets on Sale Daily to September 30th

RETURN LIMIT 30 DAYS

Correspondingly low round trip fares to Thousand Islands, Adirondack Mountains, New England, Eastern Canada and Atlantic Coast Resorts. Descriptive booklets on request.

Liberal stop-overs permitted at all interesting points en route, including Battle Creek, Detroit, Niagara Falls, Buffalo, Rochester, Syracuse, Utica, Schenectady, Albany, Pittsfield and Springfield, Mass.

Tickets are optional for rail or water trips between Detroit and Buffalo; Albany and New York.

CIRCLE TOURS

Sixty-day circuit tours may also be arranged to New York and Boston, including lake and river routes, and more extended circuit tours, partly by ocean, including meals and berths on ocean steamers, at reduced summer fares.

New York Central Lines

Michigan Central R. R.—"The Niagara Falls Route"

Five Trains every day, Chicago to New York and Boston, including the famous 23-hour trains, the Michigan Central Limited and the Wolverine.

CHICAGO TICKET OFFICES

228 South Clark Street
Phones: Wabash 4200, Auto. 589-634
12th Street Station
Phone: Wabash 4200

NEW YORK CENTRAL LINES

A Suggestive Newspaper Advertisement

GRAND ORGAN 9, 11 and 5.15 | WANAMAKER'S | Store Opens 8.30 A. M. Store Closes 5.30 P. M. | WANAMAKER'S | It is only at Wanamaker's, in Philadelphia, that you can buy the ANGELUS | WANAMAKER'S | WEATHER Cloudy and warmer

More About the Great, Coming Fashion Show : More About Spring Activities

Some Men Playing Yesterday

a flute—taught me this lesson, that I must not only blow, but use my fingers.

I pass this on for what it is worth

It is often said that any business can be built up on advertising, which certain people who use slang call "blowing"

The writer believes that this is not true.

Permanently successful business is not possible by mere word of mouth as expressed in much advertising

It takes ten times as many fingers as it does mouths and minds.

A day without a new idea means, in this business, that somebody is asleep

Common sense is known by the way it shows itself You can see it in the working out of somebody's thinking, in finding the new goods and getting them in place, freshly and readily, whether it snows or blows.

Fashion is a date as well as a season.

[Signed] John Wanamaker

April 4, 1915.

New Sports Hats in the Millinery Salons

A little special showing today of these pretty hats for Spring and Summer wear. Models suitable for motoring, golf, tennis, yachting and riding. Prices start at $10.

(Second Floor, Chestnut)

Eighty-Five Styles of Women's Suits Between $16.50 and $50

At this moment there are about 750 suits at these prices in the Fashion Salons. They show in one style or another the most interesting Paris touches, the new youthfulness and an immense variety. There are even suits at $25 to $35 specially designed for large women.

In the groups at $18.75, $22.50 and $25 there are forty-nine models alone.

At $37.50, $45 and $50, the suits are one and two of a kind, close adaptations of a recent importation from Paris; the finest of them made of imported materials. (First Floor, Central)

Brand New Are 500 Young Women's Suits at $13.75 to $25

Plenty of the club and shepherd checks so particularly popular this Spring, blues and black, some of the soft homespuns in Spring shades, new putty and sand shades, and pretty mignonette green.

Norfolk and plain tailored suits, little novelty models, Russian blouse effects, box-coat suits, suits with pleated skirts—all these are here.

All are in 14 to 20 year sizes. (Second Floor, Chestnut)

Women's Silk Poplin and Moire Coats

Two styles at $20—one of poplin made with a high waist; one of moiré, belted.

Five at $25—a poplin with pleats at the side, another with a smart shirred collar and waist line, a style plainly belted all round, another belted style with pongee collar, and a pretty pocketed coat with white moiré collar.

All but the last style are in black, the last may be had in tan as well. (First Floor, Central)

Black-and-White

A Special Fashion Showing in the Dress Goods Store

Black-and-white is talked of on every side for Spring and Summer.

In deference to its favor as a fashion note we have arranged an exhibition of black-and-white combinations in woolens, silk-and-wool, cotton and silk-and-cotton fabrics.

(First Floor, Chestnut)

Now Is the Time to Speak of Awnings and Slip Covers

(Fourth Floor, Chestnut)

"Trot-Moc" Shoes a Third Less Means Good Fortune

For children's play shoes and for adults' outing wear. "Trot-Moc" shoes are ideal

They are made of a soft tan calfskin, in Blucher Oxford style, with flat heels and soles of chrome leather. Though easy on the feet, they are built for hard wear.

Because of a slight change in the pattern we got 8000 pair to sell at these prices:

Men's sizes, 6 to 11, $2.50.
Boys' sizes, 2½ to 5½, $2.
Small boys' sizes, 11 to 2, $1.80
Women's sizes, 2½ to 7, $2.
Girls' sizes, 11 to 2, $1.80.
Children's sizes, 8½ to 11, $1.60; 6 to 8, $1.40.

In the same Sale are some children's and women's white canvas high shoes and strap sandals at reductions of a third and more. (Main Floor and Subway Gallery, Market)



The Paris Fashions

"The Latest and Most Supreme Fashion Message of the Great Dressmakers and Milliners of Paris"

Are About to Be Given to the World Through America and Wanamaker's

In Egyptian Hall, Beginning Thursday

Exact replicas of the specially designed gowns and hats created by Paris for the Panama-Pacific Exposition at San Francisco, to be shown first at Wanamaker's. It is the first time the great makers have ever duplicated their exhibition gowns collectively.

Here Are the Cable Reports

from our special commissioner who, under great difficulties, procured the collection. The first of them was printed yesterday. Now it is given again, with others that came from time to time, giving further details of this collection, and also of other new Paris fashions secured and to be shown first at Wanamaker's.

Paris, March 13, 1915.

JOHN WANAMAKER, Philadelphia.

Steamer Crown of Navarre sails from port of La Pallice fourteenth direct to San Francisco, taking the specially designed gowns and hats in which the great dressmakers and milliners of Paris have given to the world their latest and most supreme fashion message. Steamer of twentieth from Havre takes exact replicas of these fashions to the Wanamaker Stores, and they will be displayed there before the Navarre reaches California. It is the first time these great makers have ever duplicated their exhibition gowns collectively. This unique occurrence affords the Wanamaker clientèle an opportunity of viewing the most original collection of gowns and hats that has left Paris during many seasons.

Paris, March 17, 1915.

JOHN WANAMAKER, Philadelphia:

The Panama-Pacific exhibit gowns come from Worth, Callot, Doucet, Lanvin, Paquin, Prémet, Beer, Martial et Armand and Jenny. The two other exhibitors are Doeuillet and Cheruit, but the former sent dresses that were in his February showing without making any change, and Cheruit made very slight changes in some garments which she showed in February. All the other makers sent original exclusive models These we will show. The hats are from Reboux, Maria Guy, Lanvin, Camille, Roger, Lewis, Marie Crozet, Alphonsine and Georgette. The garments are all simple and exquisite and have been designed with a view to showing America what the Frenchwomen will wear at Longchamps, Vichy and Monte Carlo.

Callot's Advance Summer Models

Paris, March 11, 1915.

JOHN WANAMAKER, Philadelphia:

Procured from Callot for Philadelphia and New York twenty-two advance Summer dresses not exhibited during February. These later models show change of silhouette and have been prepared with view to requirements of their private clientèle; materials, striped linen, tussor, crêpe, organdie, taffeta and foil.

Callot Now Making Wide Skirts

Paris, March 16, 1915.

JOHN WANAMAKER, Philadelphia.

During February Callot showed only narrow skirts. It is interesting to be here and see the new things that come from their workrooms daily with wide skirts and to watch Madame Gerber, one of the talented Callot Soeurs, criticise and adapt them for the French women. These new skirts of Callot will be shown in America first at Wanamaker's.

Lanvin Also Designed 18 Advance Styles for Wanamaker's

Paris, March 11, 1915.

JOHN WANAMAKER, Philadelphia:

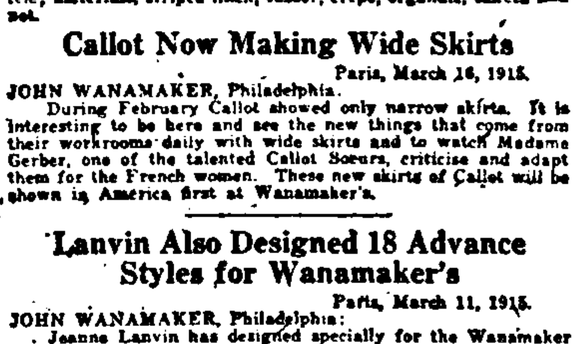
Jeanne Lanvin has designed specially for the Wanamaker Stores eighteen advance styles in Summer garments, consisting of one-piece dresses of piqué, gabardine and taffetas. Tailor suits of linen, serge, gabardine. Simple evening frocks of chiffon, net, crêpe. The styles are youthful and charming.

Exclusive Models From Doucet

Paris, March 11, 1915.

JOHN WANAMAKER, Philadelphia:

At Doucet's they tell me there is possibility of races being held at Paris race courses during the coming months, and within the last few days they have made some of the most truly Parisian frocks I have ever seen. In anticipation of the Summer requirements of their patrons ten of these dresses go to the Wanamaker Stores, of all-white embroidered chiffon, of white embroidered chiffon over black, of navy blue net over white; also lovely linens.



This Morning's Notes

—A strawberry huller, called the "Nip-it," deserves its name, 5c. *Subway Floor, Central.*

—Rich samples of Doulton ware, variously decorated, are deservedly in the Treasure Corner. *Fifth Floor, Chestnut.*

—The snow-white dimity bedspreads, new and here in plenty, are as cheery as the Spring sunshine *Fifth Floor, Market.*

—A catcher's mitt, called the Brute, has a rugged aspect; hand-sewed; asbestos padding, $10 *Subway Gallery, Chestnut.*

—Rubber shirts are worn by many athletes in Spring training, to prevent muscular rheumatism and reduce weight, $12. *Subway Gallery, Chestnut.*

—This Spring's supply of Princess May gloves is royally good, and there is more and more talk about the Princess May being the best dollar glove that any woman can find. *Main Floor, Central.*

—A child defined a guest towel as "the kind mother hung up when she guessed she'd have visitors." No guessing about the guest towels which the Linen Section shows all visitors with pride. *First Floor, Chestnut*

Mask and Wig

Vocal Score of

"Paradise Prison"

Now ready in the Sheet Music Store, $1.

(Second Floor, Market)

New Filet and Cutwork Bedspreads

have lately been received in the Treasure Corner The work is Flemish, and the prices uncommonly moderate, $60 to $80.

We also have table runners and table-covers in this Corner.

(Fifth Floor, Chestnut)

Silk Special

Beautiful Broché Tussah Crêpe at $1

Once before, in the February Silk Sale, we had it to sell for as little as $1 a yard, but not in the special Spring shades here now—pale pink, blue, white, sand and putty

It is 42 inches wide, all-silk, and the colors are all monotone

(First Floor, Chestnut, and West Aisle)

Lace Specials

White embroidered net laces for commencement dresses; a new purchase. They are 21 inches wide and 50c a yard.

Other embroidered net laces, white and ecru, 16 to 25 inches, 75c to $1.25 a yard

Black Chantilly laces, 9 to 30 inches, 75c to $2.25 a yard.

Valenciennes laces, 35c to 65c for 12-yard pieces

(Main Floor, Central)

The Correctly Dressed Maid

should have neat chambray or gingham dresses for mornings, $1 to $2.50. Plain black dresses for the afternoons, in sateen, $2.25; in soiesette, $2.50; in mohair, $5.50 to $8.50

Aprons with bibs, 25c to $4.75 Without bibs, 25c to $1 Fancy tea aprons, 25c to $1.50. Caps, 4c to 38c.

(Third Floor, Central)

Silk Petticoat Specials

New shades and styles; specially priced at $1.95 to $3.85

(West Aisle)

Housecleaning Tips From the Housewares Store

—Wanamaker Carpet Sweepers pick up the dirt and lint and then don't drop them. $2.75 up.

—In getting a dustless oil mop take care to get one (such as we have) that will brighten the corners of the stairs and not gum them up

—Don't expect any preparation to keep moths out of clothing unless the raiment is brushed in the sun before putting away.

—It is no trick to select a cedar chest that won't split. We have that kind only.

—We are on the last hundred of the Simplicity vacuum cleaners at the sweep-out price of $5.

—A broom is not cheap that scatters the corn while in use The only harvest with our brooms is dust.

—We are not in the sand business when we sell house-cleaning sponges

—In buying a feather duster, pick one that will not scratch the mahogany furniture with quill points

—We can't help just mentioning the Wanamaker chamois that will not harden with use in water.

—In making garden, put your foot on the spade; if the spade bends you have a poor utensil, but you'll not find it here

(Subway Floor, Central)



Now Is the Spring Time for Men

Time to come out of their Winter cocoons and blossom forth.

Time to see the new suits and light-weight overcoats ready at Wanamaker's.

No other such ready-to-wear clothing; no other such variety.

By all means have the better sorts.

Suits, $15 to $35.

Overcoats, $15 to $30. (First Floor, Market)

Another 1200 of those wonderfully liked silky mercerized shirts—special at $1.15. (Main Floor, Market)

New English Top-Coats for April and May

These are the nearest to the London weather months; famous Kenneth-Durward top-coats suit them exactly. Very smart new things, including the well-known "Conduit" and "Aintree."

$32 each. (London Shop, Subway Gallery, Chestnut)

Special Note to Golfers

For a limited time we will make up golf suits in the London Tailoring Shop, from celebrated "Orkney Tweed" fabric, at the special price of $35. Norfolk jacket, with either trousers or knickerbockers. This cloth comes in light, outdoor colors, and no two suit patterns are alike.

(London Shop, Subway Gallery, Chestnut)

"Stonecrete" Furniture for Porch, Lawn or Garden

"Stonecrete" is the most inexpensive of all garden, porch or lawn furniture that has anything in the nature of an art quality It is made in Philadelphia from certain imported ingredients which are a secret with the maker

"Stonecrete" must not be confounded with inferior cement furniture. It is easy to see the difference between them.

Benches, $15 and $22.50.
Flower box on pedestal, $15.
Sun dials, $10, $17 and $20.
Window boxes, $2 to $9.50
Urns, $1.25 to $12.50.
Square flower boxes, $1.25 to $9.50.
Urns on pedestals, $7.50 to $25.

(Fourth Floor, Central)

Specially Priced Cut Glass in Time for Easter Weddings

Not everyday cut glass, but glass more than usually admirable in shape and cutting, because we selected the designs to be put on the 'blanks' (or uncut shapes) and the blanks themselves are well shaped.

The glass is a factory clean-up of odd blanks, and is to be sold for a third less than regular.

Celery trays, $1.85 to $5.50.
Compotes, $1.25 to $14
Sugar and cream sets, $1.85 to $6.50.
Vases, $1.25 to $10.
Berry bowls, $1.85 to $10.
Low berry dishes, $1.50 to $10.
Olive or bonbon dishes, 75c to $2.25.
Spoon trays, $1 to $2.
Ice cream trays, $3 to $6.75.
Ice tubs, $2.25 and $2.50.
Baskets, $1.50 to $12.
Water jugs, $2.75 to $8.75.

(Fourth Floor, Central)

The Lower-Price Store on the Subway Floor

is receiving fresh supplies of the very newest suits, coats and dresses for women each day, so that if you waited till "after Easter" to get your new clothes, you will find assortments wonderfully varied and replenished.

Plenty of new suits at $10 to $35—suits for every occasion, and in all the styles that are correct, new and pleasing.

Plenty of Spring coats at $5 to $25—coats for morning, afternoon and evening wear, and in all the delightfully new styles that women want this Spring.

Little silk frocks at $7.50 to $30—in light and dark colors and every silk you are likely to ask for.

(Subway Floor, Market)

Wanamaker has Always Clung to the Daily News Style. This is a Newspaper Page Reduced

MARSHALL FIELD & COMPANY

Women's Coats and Capes Showing the Season's Most Preferred Styles and Colors.



Today's displays, especially at moderate prices, will be even more worthy of attention than they were during Exposition Week. Our determination to meet the season's increasing demands for separate Coats with the very latest designs will be seen in many new styles added to the great assortments this morning and in the many more that will follow during the week. Sixth Floor.

In no previous season has exclusiveness been so strong a feature of these new fall and winter styles.

One of the handsomest new styles and a splendid value—Long Coats of prunella cloth in highly favored shades—tan, blue, brown, rose, lavender, also black and white—the lining is in contrasting shades of silk peau de cygne—as illustrated, $37.50.

A value of interest—Women's Tweed Coats made of finest quality, in beautiful plaids and mixtures, lined to waist with finest satin—as illustrated, $40.00.

Tweeds—beautiful plaids, mixtures and the popular rough finished goods shown in many decidedly attractive new Coats in which prices range from $40.00 upward.

Novelties in Evening Coats—many of them exclusive, some beautifully trimmed with silk braid to harmonize, others with moire and velvet on collars and cuffs—all lined with finest silk peau de cygne—priced from $37.50 upward.

Broadcloth Afternoon and Evening Capes, in the many new shades, lined with plain and novelty silks—$40.00 upward.

Tailored Two and Three Piece Suits: The Season's Most Distinctive New Designs.

Distinctive aptly describes these new modes—they are not only all entirely new but exclusive with us. Concerning this important point of exclusiveness, we assure customers that in this season's purchases we have never had so broad a range, from which to choose, making it possible as never before to vary our selections. Sixth Floor.

We have illustrated two Suits because merit of styles and lowness of prices combine to make them very remarkable values.



Women's Suits tailored of wide wale cheviots, with long semi-fitted coats made decidedly attractive with sailor collar and rolling revers to waist, fastening with three large buttons; skirt has combination panels and plaits, as illustrated, $47.50.

Women's Three-piece Tailored Gowns, fine broadcloth—long yoke and plaited skirt in the dress—long semi-fitted coat made collarless—both garments are effectively trimmed with soutache braid to match, as illustrated, $62.50.

Practical Tailored Suits of the new diagonal cheviots, plain or two tones—long semi-fitted coat with fancy trimmed shawl collar faced with satin to match—skirt of panels and plaits—an exceptional value at $37.50.

A very recent model—Long Semi-Fitted Collarless Coat trimmed with braid, double-breasted front fastening down side—skirt in panels and plaits. Another splendid suit at a low price—$40.00



Another rare value in the October specials.

Silk Petticoats, $5.95.

One of the handsomest new models—as illustrated—made of pure dyed Taffeta silk of a quality that would be impossible in petticoats ordinarily selling at this price. Colors: sirene, nut brown, emerald, mahogany, acier, artichoke, navy, wistaria, jasper, reseda, turtulla, the new changeable effects, and black and white.

The deep tucked umbrella flounce is finished with pointed accordion plaiting edged with small tucked ruffle, deep silk underlay and dust ruffle—a limited number, and they will sell rapidly at this price. Fifth Floor.

Imported White Seersucker, Yd., 15c

This price is half the regular value—an economy that comes through a very unusual purchase; one of the commendable features of Seersuckers is that they do not require ironing, adding much to their desirability for shirtwaists, house dresses, nurses' costumes and children's dresses—the supply is limited, and will sell quickly at 15c a yard. Second Floor.

Untrimmed Hats in Many of the Season's Latest and Best Shapes at Great Savings.

Attractiveness of styles and lowness of prices have been very seldom so notably combined as in the great numbers of new Hats placed on sale this morning in this unusual event. The opportunity is one that should not be disregarded. Colors, shapes and proportions can be had in sufficient varieties to meet almost all requirements. Fifth Floor.



Fur Felt Untrimmed Hats in the popular rough or hairy finish—ten attractive shapes; the colors are navy, brown, garnet, myrtle, olive, taupe and amethyst, also black—special, $2.25.



Silk Beaver (hatter's plush) Untrimmed Hats of superior quality and hand finished—seven effective shapes for dress wear, some in brown, navy, myrtle, amethyst, taupe, and a plentiful supply of black especially desirable in these hats—special, $4.50.

Superior Quality Beaver Hats—now in the height of popularity, twelve shapes covering the range from small to large brim hats, black, navy, brown, myrtle, amethyst and taupe, special, $6.75.

Extra quality Untrimmed Velvet Hats—eighteen shapes in black and desirable colors—special, $5.00.

One hundred high-grade Untrimmed Hats gathered from lines that have sold down to small numbers or from assortments incomplete in colors—Hats of moire or heavy ribbed silk and in many of the most favored colors of the season—reduced to about one-third of their former value—$2.45.

Beautiful French Flowers are shown in all the choice forms and handsome colorings. The following assortment offers most attractive styles and values.

Poppies in taupe, red, gold and blue; Grapes in old blue, tan, gray and lavender; Gooseberries in varied colors; Sweet Peas in lavender and pink; Roses, single and three in a bunch, in amethyst, pink, brown, gold and wine; Clematis in lavender, amethyst and tan—special, 95c.

Large imported Wings in black, brown, old blue, lavender, prunella, mustard or green—special, $1.45.

CONCERNING OUR SUCCESS IN

Perfect Corseting for Fall Fashions.

A fact emphasized especially in the completeness of our assortments of these Imported Models.



A splendid new model for full figures is illustrated; it provides admirably for unusual fullness below the waist, giving the long, graceful hip and front lines so essential in the season's fashions.

The bust is of medium heighth and the back cut with sufficient fullness to assure not only comfort but perfectly smooth, easy lines. Material is silk brocade, elaborately trimmed with combinations of Irish and valenciennes laces, with delicate tracery of chiffon—$37.50. Fifth Floor.

Women's Sample Handkerchief Sale

A large and unusually attractive collection of pretty novelties and staple lines at prices that are sure to result in active selling—among them are lace and scalloped edge Handkerchiefs, hemstitched and embroidered Handkerchiefs, and colored border Handkerchiefs—each price at least a third below regular value—15c, 18c, 25c and 35c. First Floor.

A Notably Successful Semi-Annual Event:

Hosiery Box Sale Including Our Entire Staple Lines in Black.

The immediate response to the first announcement of this sale was highly gratifying—especially so since the greater number of purchasers were those who are familiar with the splendid service our lines afford and who avail themselves of these savings by providing extensively for future need. Fourth Floor.

We strongly emphasize the point of worth in our Hosiery because of our absolute knowledge of the qualities of the yarns used, and of the many details of their manufacture, which make them unquestionably the best of their kinds.

Women's Imported Black Cotton Hose—our standard makes—boxes of six pair, $1.25, $1.35, $1.50, $1.75, $2.25, $2.50 and $3.75.

Women's Imported Burlington Fast Black Lisle Hose—all weights—boxes of six pair, $1.50, $1.75, $2.25, $2.50 and $3.75.

Women's Black Mercerized Hose—qualities that can be depended on—boxes of six pair, $1.50, $2.25, $2.50 and $3.75.

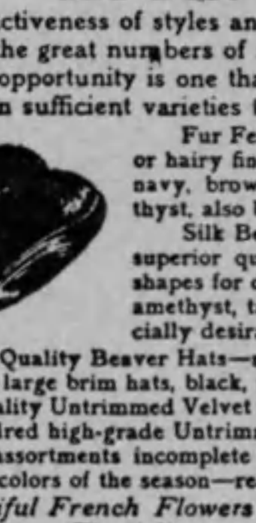
Lavender Silk Top Mercerized Black Hosiery—our standard quality in regular and extra sizes—boxes of six pair, $2.50.

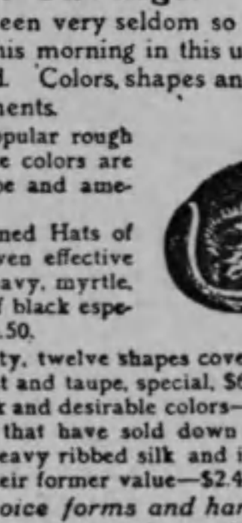
Plain Black Silk Hose—standard qualities that have proven their worth—boxes of three pair, $3.00, $4.00, $5.00 and $6.50.

Children's Cotton and Lisle Burlington Fast Black Hosiery—complete assortments at great reductions in boxes of six pair.

Exclusive Novelties in Women's Fine Knitted Coats and Sweaters.

Lines that add notably to the beauty of this season's Knitted Coats and Sweaters have been attained in the designing and proportioning of a number of new models recently added to our displays.





These coats have everything in their favor for immediate wear—being practical, fitting the figure closely, light in weight but affording sufficient warmth. White and a full range of colors are shown in all desired lengths. We illustrate two of the many exclusive novelties to be seen in our present assortments—Long Coats at $12.00, $15.00, $16.50 and $20.00, and in medium lengths at $6.50, $6.75, $7.50 and $10.00. Fifth Floor.

A Very Successful Kid Glove Sale.

SUCH THE DAILY SALES PROVE THIS SEMI-ANNUAL EVENT TO BE.

Every condition in our stock is such that this success is well merited. Assortments are now at their best, quality has never been more notable in our high-grade lines, and practically all of them are offered at the lowered prices. First Floor.

Women's Alexandre-Made Gloves—mousquetaire style—in glace; 8-button, $1.90; 12-button, $2.75; 16-button, $3.25; 20-button, $3.75.

Women's Alexandre-Made Suede Gloves—8-button, $1.90; 12-button, $2.50; 16-button, $3; 20-button, $3.50.

Women's Grenoble Short Gloves—$1.15, $1.25 and $1.65.

Women's Grenoble Kid Gloves—8-button, $1.75; 12-button, $2.40; 16-button, $2.90; 20-button, $3.25.

Women's Alexandre-Made Short Gloves, in glace or suede—$1.35, $1.65 and $1.85.

Women's Street and Dress Gloves in both heavy and light weight leathers, glace or suede finish—an extra line, $1.

Imported Hand-Embroidered Covers at Half Regular Prices.

These covers are all beautifully hand-embroidered in colors and are washable—they are rare values at these prices—

Mats, 35c, 75c; Center Pieces, $2, $2.25; Table Squares, $2; Pillow Covers and Scarfs, $2, $2.50; Bags, $2, $2.50.

Pierced Brass—special demonstrators this week will show how this is done. Many beautiful articles can be made for Holiday Gifts—Candle Shades, Lamp Shades, Shaving Paper Holders, Steins, Handkerchief and Glove Boxes, and many other useful and ornamental articles. Free instructions are given.

Sanknitary Bath and Face Towels

The feature of these new towels to which they owe their rapidly increasing popularity is that they are knitted—not woven. They are made of fine selected cotton yarns, highly absorbent, soft, yet possessing frictional qualities not found in ordinary towels. Each towel is sterilized—put up in germ-proof packages. To introduce Sanknitary Towels, special boxes containing one large-size heavy bath towel, two face towels and a wash cloth have been placed on sale at $1.00. Third Floor.

Women's Combination Undermuslins at Attractive Prices.

Because the following splendid garments possess features to attract every woman contemplating purchases at the prices, they are to be given prominence in our displays today. Fifth Floor.

Combination Drawers and Corset Covers, made of all-over embroidery, embroidery beading at waist, scalloped edge, eyelets and ribbon—special, $3.75.

Combination Drawers and Corset Covers of nainsook, yoke of Valenciennes insertion; drawers with ruffle and lace edge, cover finished with lace edge, beading and ribbon—special, $1.

Men's Fine Negligee Shirts, $1.15.

75 dozen of these high grade Coat Shirts have been marked at this low price. They are made with French bosoms and detached or attached cuffs in neat colored stripes—some are in all white, $1.15. First Floor.

Accessories for the Bath Room.

The advantages this section holds out to prospective purchasers are not wholly confined to the great assortments of all needed pieces—but frequently, as in the following instances, special prices afford considerable savings. First Floor.

Brass Nickel Plated Tumbler and Tooth Brush Holders—special, 75c.

Brass Nickel Plated Soap Dishes for stand, special, 40c; for the bathtub, 35c.

Brass Nickel Plated Toilet Paper holders—special, 45c.

Brass Nickel Plated Robe Hooks—special, 5c.

Holdfast Bath Sprays with 5 feet of rubber tubing—special, 65c.

Peerless Sets containing 6 suit hangers for men or women with bar, 85c.

Halloween Favors in the Toy Section

Unique novelties that will add greatly to the merriment of parties and luncheons are proving the source of many suggestions to those planning something out of the ordinary.

Witches, Black Cats, Candlesticks and Vegetables on Pins, 5c; also Pumpkin Squawkers, 10c.

Pumpkin Horns—each, 5c and 10c.

Paper Mephistos—each, 10c.

Paper Witches—each, 15c.

Pumpkin Lanterns, 10c, 15c and 25c.

Pumpkin Jumping Jacks, 10c, 25c.

Pumpkin Tambourine Rattles, 15c.

Pumpkin Dolls—each, 50c.

Paper Witch Hats—each, 10c, 20c.

Paper Pumpkin Hats—each, 20c.

Paper Halloween Aprons—each, 25c.

Large Paper Witches with Candlesticks—each, $1.50.

Horner Pies with Witches and Black Cats—12 strings, $5.50. Sixth Floor.

Scissors, Pocket Knives and Manicuring Implements.

Lines strongly featured in the completeness that has long since established the supremacy of our Cutlery Section—styles and sizes for every requirement at widest range of prices.

Manicure Scissors, $1.00.

Nail Scissors, 85c to $1.00.

Trimming Scissors, 50c to $1.00.

Heavy Cutting Shears, $1.00 to $2.00.

Embroidery Scissors, 25c to 75c.

Pocket Scissors, 50c to $1.00.

Stork Embroidery Scissors, $1.00.

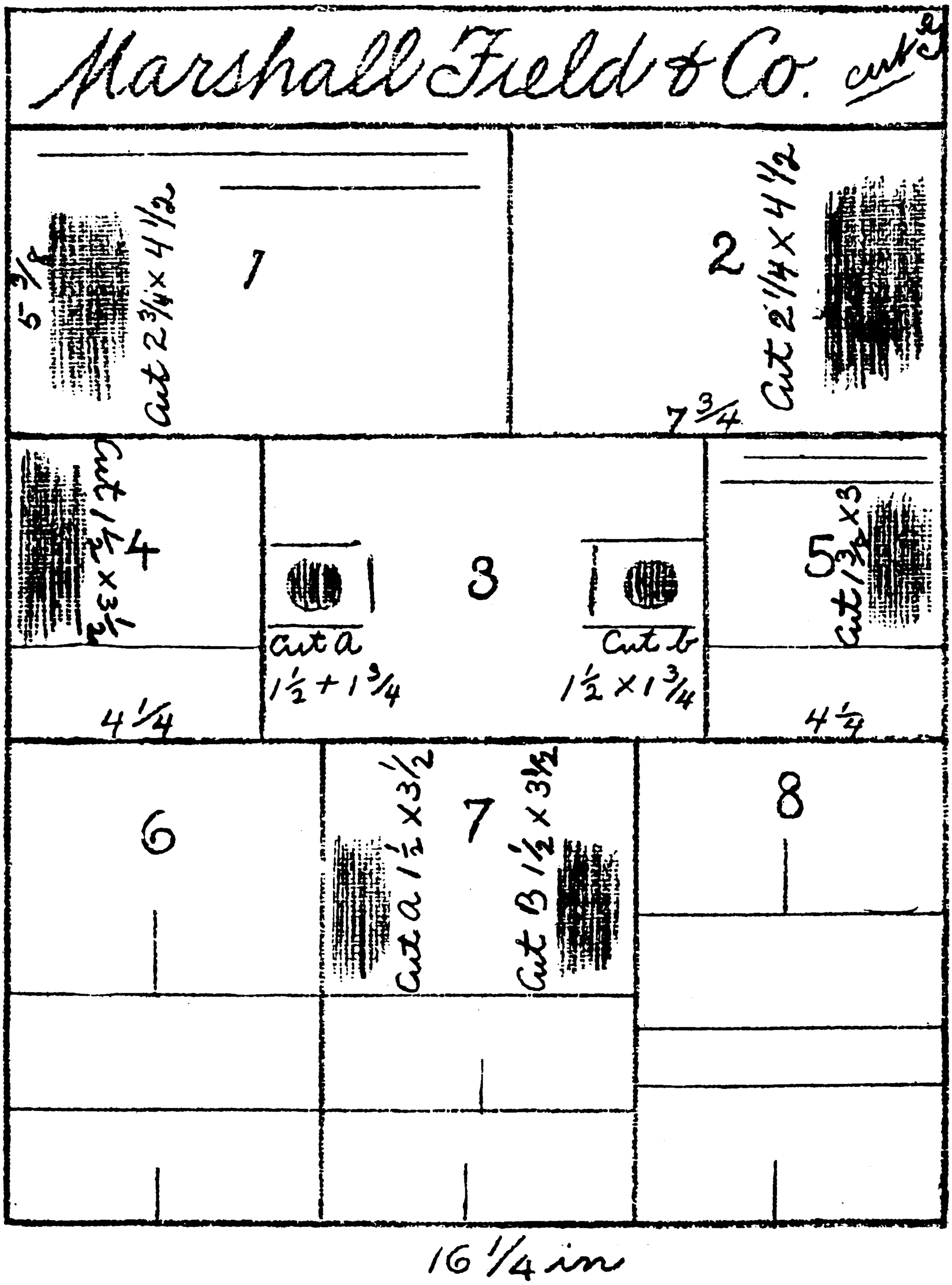
Nail Nippers, 85c to $1.65.

Pearl Handle Pocket Knives, $1 to $2.25.

Stag Handle Pocket Knives, 60c to $1.50.

Sterling Silver Handle Pocket Knives, $1.50 to $2.50. First Floor.

Well-Balanced Newspaper Page, Sparingly Illustrated, with Excellent Type

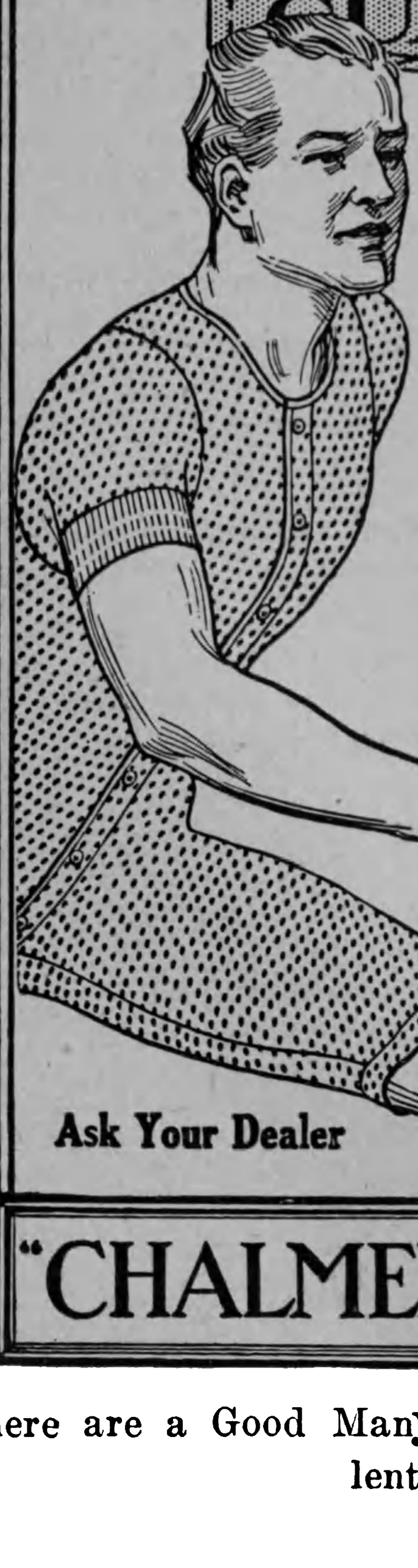


Lay-out for Marshall Field & Co. page Advertisement

"CHALMERS Lets the Body Breathe"

Open (Cool), Light (Cool),
Durable Summer Underwear

CHALMERS
TRADE MARK
"Porosknit"
REG. U.S. PAT. OFF.
GUARANTEED
FABRIC PAT. DEC. 12, 1905.
DESIGN PAT. DEC. 19, 1905



This Label on Every Garment

Chalmers "Porosknit" Union Suits never cause a "short-waisted" feeling nor cut in the crotch. No flaps to gape open. Full elasticity up-and-down in the seat — stretches easily with every move.

The fabric is so open you can see through it—so *must* be cool.

FOR MEN		FOR BOYS
50c	Any Style Shirts and Drawers per garment	25c
FOR MEN		FOR BOYS
$1.00	UNION SUITS Any Style	50c

Ask Your Dealer

CHALMERS KNITTING CO.
Amsterdam, N. Y.

Also Makers of Chalmers Spring Needle Ribbed Union Suits, Fall and Winter Weights

"CHALMERS Lets the Body Breathe"

There are a Good Many Different Things in this Advertisement, Excellently Balanced and Harmonized

$45.00 Each Year

if placed in the Savings Bank at 4 per cent interest will amount to $355 in seven years, enough to buy a house-lot in the suburbs, a good start toward fulfilling the ambition of every housewife: OWNING YOUR OWN HOME.

A Demonstration in Percentages:

BEANS:

	Our Price	Credit Store Price	Saving
Pea, per quart	.09	.10	.01
Yellow Eye, per quart	.09	.10	.01
Red Kidney, per quart	.10	.12	.02
California, per quart	.10	.11	.01
Limas, per pound	.08	.10	.02

A Saving of 13 Per Cent

Our stock of the best quality obtainable; all hand picked and screened.

QUAKER OATS:

Small package	.09	.12	.03
Family size package	.25	.28	.03
In bulk, 2 pounds	.09	.10	.01

A Saving of 14 Per Cent

The name Quaker guarantees the quality.

Jello, package	.08	.10	.02
Lemon Extract, bottle	.08	.10	.02
Foss' Lemon Extract, bottle	.17	.20	.03

A Saving of 17 Per Cent

TEA AND COFFEE:

	Our Price	Credit Store Price	Saving
Our best coffee, pound	.29	.35	.06
Boston Blend Coffee, pound	.22	.25	.03
Fancy Formosa Tea, pound	.50	.60	.10
Choice Formosa Tea, pound	.40	.50	.10

A Saving of 18 Per Cent

Our ever-increasing sales on these goods attest their worth.

VAN CAMP'S GOODS:

Milk, can	.10	.11	.01
Red Kidney Beans, can	.09	.10	.01
1 pound Baked Beans, can	.09	.10	.01
3 pounds Baked Beans, can	.18	.20	.02

A Saving of 10 Per Cent

Van Camp's products meet the approval of all the best families. The Baked Beans are especially good.

Naptha Soap, 2 bars (P. & G. or Fels.)	.09	.10	.01
Babbitt's Soap, 2 bars	.08	.10	.02
Sawyer's Blueing, bottle	.04	.05	.01
Ammonia, bottle	.08	.10	.02

A Saving of 14 Per Cent

Average Saving, 14 Per Cent

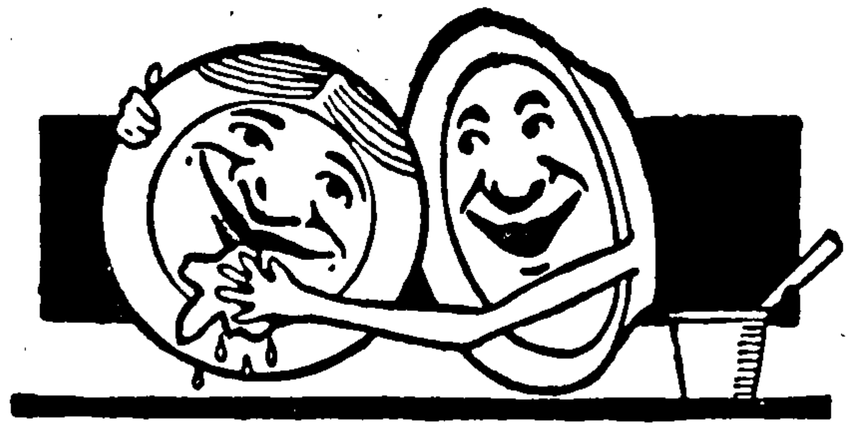
The money you save in trading here, if properly cared for, will carry you through quite a spell of adversity, whether sickness or hard times, and when things right themselves you will not have a big grocery bill hanging over your head.

Charity is NOT one of the fundamental principles of business. The cash and credit roads to success are both marked "make money," the question of the hour is: Which is the better way?

Boston Branch Grocery, 101 HIGH STREET

Until further notice this store will close Thursday evenings at 6.30 o'clock.
Open Wednesday and Saturday evenings until 10 o'clock.

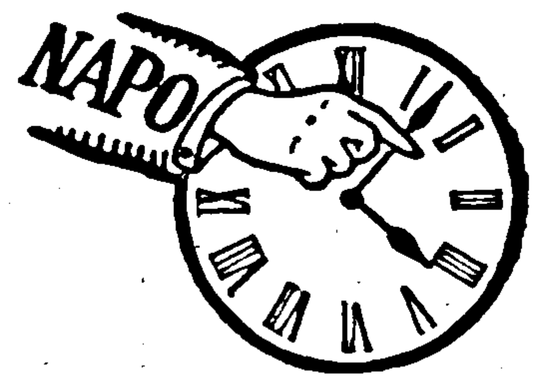
Showing What May be Done by a Small Country Paper



Dishes Almost Wash Themselves

when **NAPO Soap Powder** is used. You don't find the men folk putting up with makeshifts. When they have work to do their first thought is: "How can I lighten this labor by proper methods?" Napo lightens the tasks of women, and the proper method of washing dishes, scrubbing floors, etc., is to **USE NAPO.**

NAPO WILL DISSOLVE ANY DIRT



Napo is a Time Saver.

When cleaning windows or glassware put a little **NAPO** in the water and see for yourself how much quicker it works than soap and how much brighter it makes things. Tell the grocer you want some

NAPO WILL DISSOLVE ANY DIRT

Napo Soap Powder Today



Napo Conquers Dirt

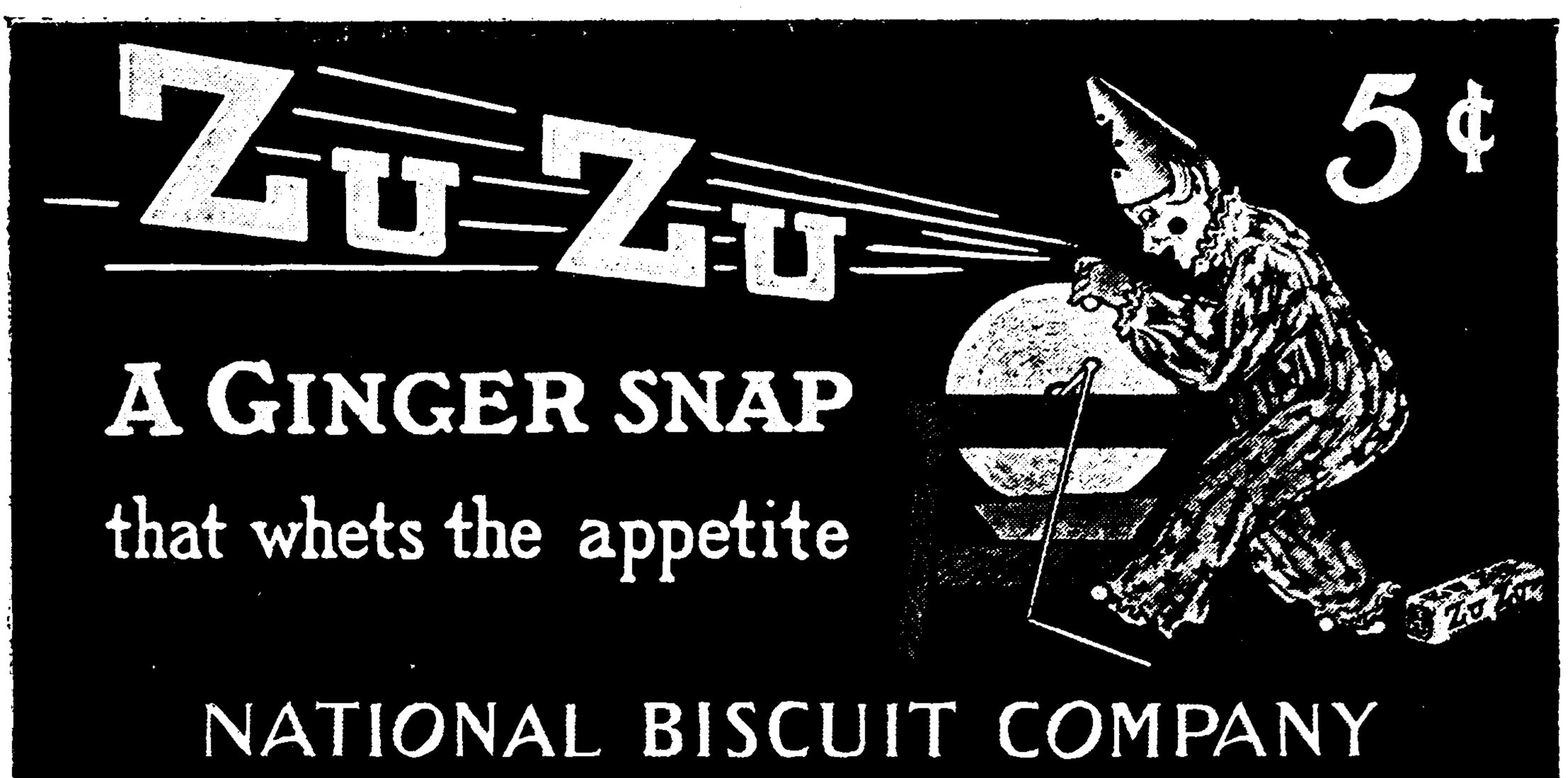
with great ease wherever used. When you know how it lightens all household cleaning you will regard this wonderful **SOAP POWDER** as a necessity about the house. For instance, one heaping teaspoonful in a pail of water makes scrubbing floors easy work.

NAPO WILL DISSOLVE ANY DIRT

Order It Today

Small but Strong Advertisements for Newspaper Use







The Car-Card and Poster are for Those Who Idly Glance—They Must be Suggestive

Join the Army of Mothers

who have learned how to keep their boys' and girls' school-reports up near the 100% mark, by providing them with that clean reflex of the world's important news—the subjects that develop mental growth and character—

The Literary Digest

(Public Opinion Combined)

WEEKLY—10 CENTS NEWS-STANDS

FUNK & WAGNALLS COMPANY, NEW YORK and LONDON Publishers of the Famous New Standard Dictionary

ALL HUMAN KNOWLEDGE

SINCE THE WORLD BEGAN IS CONCENTRATED IN



Ask The Standard

It Never Fails

THE FUNK & WAGNALLS

NEW STANDARD DICTIONARY

Funk & Wagnalls Company, New York, also publish The Literary Digest



Fine, rich and pure: delights the taste:
The food for leisure or for haste.
Renews your health, repairs the waste.



Campbell's

CONDENSED SOUPS

10¢

Just add hot water and serve.

Solid Arguments Can be Made Briefly for Car-Card and Poster Display

Advertising Assignment II

Classify the advertisements in the preceding pages as belonging to one or the other of the three types of copy —the memory type, the argumentative type, the mail-order or complete sales type.

Take the seven principles of display summarized on page 281 and make an analysis of the extent to which each principle is used in each of the illustrative advertisements, or note weakness on any point.

Then collect from newspapers and magazines parallel examples of each of the types of advertising here illustrated, together with illustrations of the violation of principles, writing out your criticisms briefly as the author of this book has done in the lines under the advertisements here printed.

Mediums

A magazine or newspaper used for advertising is called a *medium*.

The effectiveness of an advertisement depends to a surprizing degree on the character of the periodical in which it appears. The preparation of the mind of the reader which is given by the editorial pages is psychologically immensely important. In the course of a number of years a certain newspaper or magazine will have cultivated certain habits in its readers, and of course these habits carry over into the advertising. Some newspapers have built up the habit of reading classified advertisements, and we know how immensely profitable that habit is to the newspaper in its classified advertising department. Other papers with equal or greater circulation will give practically no results for no other reason than that the habit on the part of readers of

looking for these advertisements has not been formed. Equally strong is the habit of giving confidence to what is said in the editorial pages, and this habit of confidence passes over into the advertisements and makes them yield business that would not come at all from some other periodical of equal or greater circulation.

The character of the editorial matter has also selected particular types of persons. One periodical has selected from the great masses the people who send orders by mail, and such a periodical is well suited to mail-order advertising; another periodical may have just as good a class of people, but perhaps people who have not formed the habit of mail-order buying, and it is almost impossible to devise an advertisement that will make them buy. Some periodicals are read by the well-to-do and are good mediums in which to advertise automobiles, jewels, hand-made furniture, etc. Others are read by the business classes and are good mediums in which to advertise office and store appliances or business devices. Still others are read by the professional classes.

Among national periodicals there are the *general magazines* like *Harper's, The Century*, and *Scribner's, Munsey's, McClure's*, and *The American;* there are the national *weeklies* like the *Saturday Evening Post, Collier's* and *The Literary Digest* (which is particularly strong among business and professional men and women); there are the *women's magazines* like the *Ladies' Home Journal* and the *Delineator;* there are the *farm papers*, either weekly or monthly, the *religious press*, and the *trade-papers*. The trade-papers go largely to dealers and are useful mediums for wholesalers who could not possibly use general magazines.

The newspaper directories publish the sworn or estimated circulation of each of these. The cost of the advertising should be about a dollar a thousand of the

circulation for a page; that is, a page in a magazine with 250,000 circulation would be about $250, or with 600,000 circulation, $600. But quality counts just as much as numbers, and it often pays to disregard numbers entirely. Among newspapers, the quality of the circulation of the *Boston Transcript* is so high that some kinds of goods could be advertised more profitably in that than in one of the other Boston daily papers with twenty times as great a circulation.

Lying about circulations has been an almost national sin, and the precise advertising value of one newspaper or magazine and another has been so difficult a matter to determine that it has become the custom to consult special experts on mediums, usually the advertising agencies. No wise business man would enter an advertising campaign without the most thorough investigation of the mediums he will use, the pulling power of each, the precise relation between circulation and cost of each, and the general editorial character and policy of each, as well as the particular habits cultivated in the readers.

Questions on Mediums

1. What are the chief mediums for display advertisements?

2. In what way is the effectiveness of an advertisement affected by the periodical in which it appears? How have successful classified advertising departments been built up?

3. In what way does the editorial matter determine the class of readers which will be drawn to a periodical?

4. Illustrate the different classes of national periodicals. How is the charge for advertising based on circulation? What effect does quality have on the price charged?

5. Who are the experts on mediums, and why is their work difficult?

Advertising Assignment III

Select some line of business to which you will give special study and plan briefly an advertising campaign for it of a national character. This may be some garment like union-suits for men or for women (not both together), furniture, condensed milk or other food, men's clothes or furnishings. A successful advertiser in the line chosen may be found, as Hart, Schaffner & Marx in men's clothing. Being guided somewhat by the selections of the known successful advertiser, make up a list of mediums for your business, and indicate about the space that would be required as a minimum. Then in class discussion see how this space can be cut down as regards the total, and if possible figure the approximate cost, based on the circulation-figures in newspaper directories. To prepare this assignment a newspaper directory should be available and a good selection of periodicals, at least one number of each, specially purchased for this use.

The Cumulative Power of Advertising

The best money is made on repeat orders. In only isolated cases will it pay to make one sale to a customer and have nothing which will take advantage of the goodwill which that sale has produced.

Advertising has for its purpose finding new customers. If one good new customer is added each day, it will be seen that at the end of a year the business will have as many customers as there are days in the year, at the end of two years it will have twice as many, and so on until it reaches its height and exists for a number of years just holding its own. At the same time there are always some losses for one reason or another, and the places of lost customers must be filled by advertising.

In this sense, advertising has a natural cumulative power.

In another way also it has a cumulative power. If you write a letter to a man and it produces some impression on him, yet not enough impression to make him send an order or make an inquiry, still his mind may be in such condition that the next time you write he will respond. The *System Magazine* had at one time a list of about 30,000 names accumulated by advertising, and each time a new premium offer was put out one, two, or three letters might be sent to this list and each letter would get its 2 to 5 per cent. of subscriptions. At the end of several years something like fifty letters had been sent out to that list and each letter had brought its paying return. The man who received fifty letters before he subscribed had cost in postage and stationery at least the full subscription price of the magazine, namely, $2; but all the letters up to the fiftieth had been waste so far as he was concerned, while the fiftieth letter saved at least a part of the waste. The waste was inevitable, but through the cumulative power of the advertising, something had been saved in the end, and each letter had brought the percentage that paid for itself, so there had been no actual loss. By keeping on they made use of a waste product, as in modern times we do in manufacturing.

This cumulation of advertising power is so small, however, that in most cases it is not safe to count on it. It may add to the velvet of the business, but it is usually too intangible to inventory as an asset. The accumulation of steady customers, however, is an asset that has long been accepted by auditors under the name good-will.

The cumulative power of single advertisements is quite another matter. Advertising solicitors have repeated over and over again that single insertions of an

advertisement can not be expected to pay, that you must run an advertisement at least three times to know whether it is going to pull or not.

In the case of general publicity, where no direct returns were possible, this theory sounded plausible and came to be widely believed. Indeed, it was almost a gospel with advertising men.

When mail-order advertising came into the field, and all the returns were direct to the office, it was possible to test out this theory and see whether an advertisement pulled better the second, third, fourth, or fifth time it was run.

Mr. W. S. Shryer, in his book, "Analytical Advertising," gives hundreds of records in some half-dozen different lines of business to prove what all mail-order advertisers know, that the first time a piece of advertising copy is used it pulls more than it ever pulls again, and there is a marked falling off in the returns the second time it is used, and still more the third and fourth times. There is a positive law of decreasing returns. A fresh piece of copy, which gives a new turn to the argument, may pull as well or even better than the first, and for a certain length of time steady returns may be counted on; but after that the cost of the advertising is likely to rise above the margin of profit, and some new product or combination must be sought.

Mr. Shryer writes:

"By means of accurate records, without which few advertisers have any excuse for being, I succeeded in deducing the following *laws for my own business* (a correspondence course on collections):

"The first insertion of a tried piece of copy in a new medium will pay better, in every way, than any subsequent insertion of the same copy in the same magazine.

"The reappearance of the same piece of copy in the

same magazine will pay less in direct proportion to the number of times it runs consecutively.

"By inserting a certain piece of copy in a certain magazine and skipping every subsequent issue until the first (or any insertion) pays out, it is possible to use certain publications that would mean almost dead loss if used consecutively.

"Changing copy and running consecutively will not prove any more profitable than running the same copy consecutively, if each change is equally strong copy.

"The first piece of copy in any publication will, per dollar spent, produce more business than any other piece of copy ever run in that publication.

"The longer any copy runs in any publication the more it costs to run it and the less results it pulls."

This means that the first time you advertise any special new offering you skim the cream—you catch the readers who are waiting and looking for that thing.

Then, if you want your advertising to pay, you should not run it in every number, but wait until a new rising of cream has accumulated.

To demonstrate this, he gives the figures of a campaign for subscriptions to a magazine, summarized as follows:

"The average cost per subscriber for the entire campaign is $1.10; $3,147.94 in advertising resulted in 2,855 subscribers at $1 each.

"The average cost per subscriber from the first insertion of these advertisements is 85 cents. This includes a count of the publications used only once. The total amount spent in one-time insertions of those used more than once was $1,870.19, which resulted in 2,196 subscribers. (Those used only once proved not good mediums, costing far more than the average.)

"The average per subscriber on the subsequent in-

sertions is $1.91. 'Cumulative value' raised the cost from 85 cents to $1.91.

"The magic third insertion was tried but twice. In the first case it raised the average cost in that medium from 35 cents to $3.60, over ten times the cost. On the second it raised the average cost from 52 cents to $24.75, an increase of over 47 times. Old Cumulative Value was evidently asleep at the switch."

Mr. Shryer continues to demonstrate his conclusions with a complete set of records of his own business, that of the American Collection Service, running over several years, the complete records of Professor Beery's School of Horsemanship, the records of a fireless and electric cooker business, the records of a patented machine for household use that was sold to women, the records of an offer of a combination of merchandise selling for slightly less than $30, taking the two-inch copy only, the records of a school of cartooning, and the record of the advertising of the City of Des Moines. All of these records show a consistent lessening of the pulling power of advertisements, with only here and there an exception which might well be due to position in the magazine, the special interest of some particular article, the season of the year, or the like.

The conclusion is that in general publicity, on which hitherto test-records have not been available, there is an enormous waste even when, on the whole, there is a profit. As competition becomes closer and keener, more and more scientific methods of advertising must be employed if we wish to make fortunes through advertising.

Questions on the Cumulative Power of Advertising

In what way is all advertising cumulative? Is the effect of any given advertisement cumulative? Discuss Mr. Shryer's views and figures on the cumulative power

of advertising, and what you should do to get the maximum results in advertising.

How can the waste of general advertising be removed?

It will be well if the teacher can read from Mr. Shryer's book, "Analytical Advertising," and lead the class into a very careful discussion as to what is the real and natural cumulative power in advertising, and what is the false cumulative power. It is as important not to overlook the real as to beware of the false.

IV

RETAIL ADVERTISING

GENERAL advertising is possible only when there is general distribution, and the number of business firms that have national distribution among dealers or agencies is only a few hundred or thousand at the most. Even many of these do not engage in advertising. There remains to the national magazines only mail-order advertising, in which even very small concerns may engage if they can make a success of it. Very few seem to find the way to success, however.

By far the greater part of business firms are retail dealers, and retail advertising comes nearer to being universal than any other, tho the big appropriations are made for general advertising. Because the individual amounts spent on retail advertising are small, there has been no such pressure to study and perfect the art of retail advertising as there has been to study the art of general advertising on which millions are spent in single accounts. Yet the total is great because the number of small retail advertisers is so great, and manufacturers are realizing that they must make a business of teaching dealers to back up with skill and art in their retail advertising the general advertising for which these manufacturers are paying themselves. More and more general advertising is pushed out through retail channels, so that it will be concentrated just where it is needed instead of being scattered promiscuously over the country, and manufacturers are studying retail advertising so that they may help their dealers.

The Object of Retail Advertising

The chief object of retail advertising is to bring customers to the store. If people come to the store they are likely to buy. The profit on the goods advertised is a minor consideration. When people see other goods well displayed and attractive, they buy them. Almost without exception the profit from retail advertising lies in the purchases of other goods. Besides, strangers who come once become familiar with the store and come again, thus developing into regular customers who are the standby of every business. If a store does not carry attractive goods well displayed on counters and in windows, advertising is not likely to prove profitable.

The easiest means of attracting customers to a store is by advertising bargains, and the simplest form of bargain is the cut price—$25 suits for $15. The temptation to stretch the gap between the two prices has naturally led to almost universal lying, against which honest advertisers are now waging a strong campaign.

The next most popular method of attracting troops of customers has been sales of various kinds—fire sales, bankruptcy sales, going-out-of-business sales, seasonal sales, and sales on special lines of goods.

These special sales have likewise been much abused. One man in Connecticut is said to have had a big red sign over his shoe-store front, "Selling out at Cost," for a period of three years, and he was one of the best regular customers of a certain wholesale house. The sign was a lie pure and simple.

Real profit lies far more in holding regular customers than in attracting swarms of curiosity-seekers who go to a store on the strength of advertising only to find they have been deceived. Almost without exception the fake advertisers go into bankruptcy sooner or later. It costs

too much to get a possible customer to go to a store once to make it pay to advertise in most cases; but when a large percentage of those who go can be held and induced to come again because they like the goods and like the store, the entire profit on two or three sales can be expended on advertising, with a view to getting the steady business of the customers for years to come.

High-grade stores advertise extensively fall and spring "openings," when they show the new fashions, and without announcing any prices whatever draw huge crowds of those who wish to see what the new fashions are.

There are also special sales of such goods as linens, underwear, household furnishings, etc., which attract because of the larger display and greater selection. Special purchases are made for these sales, and while the prices are not particularly reduced, the choice of goods makes the sales eminently useful to customers.

Old customers as well as new need to be reminded of the special kinds and qualities of goods a store carries. Every day there is "store news" which all customers are curious to know. John Wanamaker, the first great retail advertiser, adopted this idea of store news as the key to his advertising, and with high-grade stores especially the constant announcement of curious or interesting facts about the goods that are continually coming in causes thousands of customers to read the daily or weekly announcements just as they read the news in the newspapers. Those who are in the habit of reading the news in newspapers naturally carry the habit over into the advertising columns and read with interest the regular news about bargains, sales, new goods received, etc. If there is novelty or interest in the goods themselves, prices need not be advertised at all, or regular prices may be mentioned.

Newspapers and Handbills as Retail Mediums

Newspapers, with their second-class mail privileges and cheap methods of printing, can distribute business announcements for far less money than this can be done in any direct way. A whole newspaper page can be sent out for from $1 to $2 a thousand copies when the circulations are large, while the lowest possible cost of house to house distribution of handbills is about the same, and the cost of printing is extra. In addition to that, the advertising gains force by its association with the news, and most of all from the habit of the newspaper readers of reading the advertisements. This habit of reading advertisements has cost the newspapers thousands of dollars to create. The French papers have never created this habit on the part of their readers, and so French dealers still send out direct. The best medium for retail advertising, when it exists, is the newspaper; and between newspapers, that paper is best whose readers have been trained in the habit of reading advertisements.

But often there is no newspaper which has a circulation among precisely the people who ought to be the customers of a store. A small store on the south side of Chicago doing business with the people within a radius of a few blocks could not afford to advertise in a regular Chicago daily which circulates over the entire city, because it would be necessary to pay for an enormous waste circulation. Likewise in country towns there may be scattered circulation of several newspapers, no one or two papers covering the district evenly. In such cases, which are comparatively few, handbills prepared just like newspaper display advertisements should be distributed from house to house by carriers.

There is also a decided difference, often, between morning and evening newspapers. Evening newspapers

are received in the home before supper when the whole family together has time to read them, and they have proved excellent mediums for advertising family supplies of any kind. Morning newspapers are larger and stronger as a rule, with more good news, and are more likely to be read by men on their way to their businesses and by the more thoughtful and discriminating part of the community. Their Sunday editions find people with the greatest leisure of the week, and the combination of reading leisure on the part of the people with strong news interest has made the Sunday papers, as a rule, the most generally effective retail advertising mediums, while evening papers come next, and weekday morning papers last, except for special kinds of advertising.

What to Advertise

Since the object of retail advertising is to attract people to a store, the goods to advertise are such as they will make most effort to go and get. In general, they want staple goods such as sugar, flour, etc. But there is very little profit in these, and even when they are sold at cost but a trifling reduction in price can be advertised. It is, therefore, imperative to find goods in less universal demand which can be described in such a way that they will appear interesting. The more margin of profit there is in the goods the more attractive can the bargain-prices be made. Yet it usually does not pay to advertise out-of-date styles and shopworn goods which the shopkeeper wants to get rid of at any price. People want quality.

There is just one solution of the difficulty, and that is to select the freshest and best goods, the goods the people want most, and describe them so attractively that they will wish to see them. Mere prices mean nothing except when they are attached to the very cheapest

goods offered anywhere in the market. A reduction of prices of medium or higher qualities means nothing whatever unless there is sufficient description of the quality of the goods to make the prices seem really attractive. A skilled retail advertisement-writer is one who can describe good qualities so that people will be willing to pay good prices for them. A combination of reduced prices and good descriptions will probably produce the best results; but very skilful advertisement-writers may make their descriptions so good that people will come for the goods at regular prices. Goods of high quality which competitors do not carry are particularly available for such high-grade advertisement-writing.

The Buyer and the Advertisement-Writer Must Work Together

Successful retail advertising depends on knowing what the people want, and then telling them about it in an attractive way. The expert on what people want and on margins of profit is the buyer, while the advertisement-writer is the expert on writing descriptions. No advertisement-writer can make a real success unless he works in close association with a good buyer. In addition, he must go down on the floor and talk with the sales-people or watch the customers when they come in, to see how these customers act, what they say, and the lines along which their minds work. Thus the advertising man becomes a sort of assistant buyer himself, getting information at first hand which the buyer ought to have and will welcome.

The Technique of Retail Advertising

Most retail advertisements are displayed catalogs of many different items, and so the technique is entirely different from that in which single items are advertised.

In a full-page advertisement often hundreds of items are advertised. If they were placed unclassified in solid column after column, people would pay little attention to them. Retail advertisements must be displayed on much the same principle that news is displayed, by means of headlines, but with this difference—nearly all people are most interested in the big news of the day, while in reading advertisements one person is looking for one thing and another is looking for another, and the chief thing is to make it possible for any person to glance rapidly over the whole advertisement and find what he wants in the shortest possible space of time. The highly developed technique of advertisements is such that a given item can be found in a good advertisement in a fraction of the time that a given item could be found in the news-columns.

First, each advertisement as a whole should have some distinctive mark that serves the purpose of a trade-mark for that particular store. In small advertisements this may be a characteristic border; in larger advertisements it may be a characteristic name-head at the top of the page, often coupled with a distinctive style of type-display. This enables people who are regular customers of that store to look for its advertisements and find them easily. This is an essential part of building up a clientele of regular customers who are in the habit of reading the store news regularly.

Second, all the goods of each department should be carefully kept together in a space clearly separated from other department spaces. If only a grocery store, or shoe store, or hardware store, or the like is to be advertised, usually a single space is all that is needed. When a number of these different stores are united in a department store, each department should be treated like a separate store, except that by grouping the de-

partments on one page, or half-page, or quarter-page they can be made to help each other, and at the same time build up the business and reputation of the store as a whole.

Third, each advertisement for a single store or each section of an advertisement for a department store should have at the top a display-line in large, bold type (accurately proportioned, neither too large nor too small) which tells the most important piece of news in that department, and usually with it some price in equally large, bold figures, since price-figures are more quickly read and usually more eagerly looked for than descriptive words. It has become almost an accepted rule that prices should be given even if they are not bargain-prices, since more than anything else do they enable people to fix quickly the grade of the articles advertised. A man who knows he never pays more than $15 for a suit of clothes will not wish to read about $25 or $30 suits, nor will the man who wears $25 or $30 suits care to waste his time reading about $15 suits. It works both ways. The price is the best key to the general grade of goods, and therefore should be the first thing the eye catches in glancing over the page. The words of the display-line are the next thing for the eye to catch.

Fourth, the headline is usually so condensed it does not convey any real knowledge, but merely serves to attract the reader to the fuller description which is given in the opening lines of the body of the advertisement, and therefore these opening lines should be set in the largest body-size of type that is used. In a large advertisement this will usually be twelve point; in a small advertisement it may be ten point, or only eight. These descriptive lines under the head should usually fix the quality of the goods of which the price

has been so prominently displayed as to attract attention. With the price and the quality description, the advertisement of that item is complete.

Fifth, below the item given leading display it is usual to give a selection of other items of less importance so that the person who is not interested in the main item may have a second, third, fourth, or fifth choice, as the case may be, or may see something else of a similar sort which will suit his needs.

Sixth, in retail advertising it is exceedingly important that the place where the goods are to be found is very clearly stated. A small advertisement with a distinctive border will usually place the name of the store and its location at the bottom of the advertisement in type only less prominent than the main headline. Departments in a department store should be located with equal clearness, since often people fail to find their way in an intricate department store as they would in a city. It is not enough that they can ask some floor-walker, or that they probably know already. Each time they should be told on just what floor, or in just what part of the building they should look, so they need waste no time asking questions. Often people are in a great hurry, and they will not take time to ask the way. When the place is not given the advertisement may be nearly a total failure.

Seventh, the general appearance of the advertisement should be artistically pleasing. The sections of a department store advertisement should be well balanced and properly proportioned. The shapes of the spaces should have a relation to the whole page and to surrounding advertisements or news-matter. Only one face of display-type should commonly be used, in different sizes, and one face of body-type in twelve, ten, and eight point, with smaller sizes only on special occa-

sions where condensation is, for some particular reason, imperative.

Pictures are extremely useful in retail advertising, but as the retail advertisement is but for a day, and newspaper printing practically requires pen-and-ink drawing by a skilful artist, it is only in the larger cities that regular and systematic use of pictures is practicable. In smaller towns cuts may be obtained often from manufacturers of particular goods; and there are firms that make a business of selling at low prices electrotypes of stock cuts. Some wholesale houses make a business of furnishing stock cuts. These makeshift cuts are often not well suited to the special advertisement either in subject, style, or size, and in such cases it is better not to use them, but to depend on the effect of well-arranged plain type with a good border. These may be found even in the smallest print-shops, and can always be made effective by the person who knows how.

Questions on Retail Advertising

1. Only under what conditions is general advertising possible? About how many firms can engage successfully in general magazine advertising?

2. How many firms, relatively, can engage in retail advertising? What is the advantage of doing general advertising through retail channels?

3. What is the chief object of retail advertising? Where does the profit come in?

4. What is the easiest means of attracting customers to a retail store?

5. What is the next most attractive method of drawing customers to a retail store? In what way have special sales been abused?

6. Where does real profit lie and how is it built up?

7. Describe in detail the advertising of high-grade retail stores. In what does it consist for the most part?

8. What are the mediums for retail advertising? What advantage does newspaper advertising have? Under what circumstances only can it be used with profit? What difference is there between morning and evening papers?

9. What things should a retail store advertise?

10. How can quality and bargains be reconciled? What does a skilled retail advertising man do?

11. With whom must a retail advertising man co-operate, and how is this worked out?

12. Compare advertisements and catalogs. Compare news and advertisements.

13. What takes the place of the trade-mark in retail advertising?

14. How are the different departments of a store handled in the advertising?

15. What are the essentials of each department-section of advertising?

16. What is the largest body-size of type, and why is it used for the opening lines of the body? What relationship does this have to the head-line?

17. After the leader has been described, how are the various items for selection presented?

18. What is the importance of indicating the place where advertised goods are to be found in the store itself?

19. How do you get artistic effect in a department store advertisement?

20. What is the importance and value of pictures? Their limitations?

Advertising Assignment IV

The best department store advertising mediums are the *Boston Globe* and *Herald*, the *Boston Transcript*, the *New York Herald*, the *World*, and the *Times*, the *Philadelphia Record*, *Inquirer*, and *Public Ledger*, and the *Chicago Tribune* and *News*. It is suggested that specimen copies be obtained of the Sunday editions of each of these (except the *Transcript* and *Chicago News*, which have none, as they are evening papers), and the advertising of the nearest local department store be taken up and compared critically with the high-grade advertising in the papers mentioned. Then the local advertising should be reconstructed and rearranged so as to improve it. One or two weeks may well be spent on this work if that amount of time can be spared.

V

DIRECT-BY-MAIL ADVERTISING

GENERAL advertising is done through national magazines and newspapers for the most part, by a few large corporations which spend enormous sums of money.

Retail advertising is done locally in newspapers, primarily by department stores, but also by all retail stores.

Mail-order advertising is done in national magazines and in newspapers for the purpose of getting retail orders that can be filled by mail. It is an extension of ordinary retail advertising, and usually the stock is shown by pictures and descriptions in a catalog instead of by display of actual goods on counters and in store windows.

Direct-by-mail advertising is the new name for circularizing. It is circularizing raised to the dignity of scientific advertising, and it has come to be, perhaps, the most scientific form of advertising that is done.

Advertising among dealers is, as a rule, best done by the direct-by-mail method. Dun's and Bradstreet's books contain complete lists of dealers, which can be selected and classified, and a concentrated appeal can be made to precisely those which are most likely to respond. The appeal can be confined to certain narrow sections of the country, or it can be made national. It can be varied for different parts of the country. It may be for inquiries or for orders, or purely general and educational to prepare the way for traveling men. For wholesalers and many manufacturers it is the only form

of advertising that is feasible, and it may be used to advantage by retailers to supplement their newspaper advertising and get the higher grade business in outlying districts, and also by general advertisers not alone in circularizing dealers but also in circularizing consumers whose names are often furnished by dealers. In short, it is the most nearly universal form of advertising which exists. It has been so common in the past that it was not much regarded. Within the last ten years it has been developed along experimental lines, and more and more it has proved wonderfully effective. At the meeting of the Associated Advertising Clubs, in 1914, a department of Direct-by-Mail Advertising was organized for the first time, and it was immediately one of the most largely attended of all the departments.

Direct-by-mail advertising requires:

1. A list of names properly selected and classified, the character and quality of which is the most important first consideration.

2. Letters (usually reproduced in facsimile of typewriting), with or without names and addresses filled in to match, circulars or booklets for enclosure, or printed mailing-cards.

3. Some form of direct returns, carried often by a return post-card, or in a return envelop, in any case carefully checked up to see what the results are per thousand, or in any given locality, or on any given list. The one exception to this is educative advertising among dealers who are soon to be visited by traveling men, and in that case the increased business the men get is the direct test of the results of the advertising.

In all direct-by-mail advertising it is possible sooner or later to KNOW WHAT THE RESULTS ARE. Hitherto, in general advertising, it has been impossible to know, and in retail advertising it has been difficult.

The accurate and positive records of mail-order and direct-by-mail advertising have been practically the beginning of a scientific basis for modern advertising of all kinds. Such a thing as a science without positive records is unthinkable. Since mail-order and direct-by-mail advertising have produced accurate and detailed records, advertising as a whole has begun to be taken out of the category of a gamble and placed on a basis of certainty after tests have eliminated the failures.

Lists

The positive results of direct advertising depend first of all on securing the right list. In the early experiments, lists were purchased, but two objections were found to these lists. They were often carelessly or mechanically compiled, so that many names were included which were dead or unavailable, and they had been worked by others in the same line of business till they had been worn out.

It costs at least two dollars and a half a thousand to select lists from Dun's or Bradstreet's, or from the directories of bankers, corporation officers, or the like, and when the names are few and scattering it costs still more. As a guide to the selection in Dun's or Bradstreet's, there is the size and character of the town, and also the credit-rating of the individual both as to honesty and investment. There are also directories of lawyers and doctors with ratings showing their professional standing. Names of individual men of money may be compiled from local tax-lists. Names of householders with a certain minimum standing in the community may be compiled from telephone directories. The telephone directory is corrected four times a year, and where there is a residence telephone there is almost sure to be a woman who buys for a household; so here

we have an accurate list of women managers of well-to-do households. These are but specimens of the accurate published lists, carefully corrected from time to time, from which a still closer selection may be made with reference to location and professional or business standing. The totals of these lists run into the millions. There are over 50,000 grocers, 150,000 general stores, upwards of 200,000 manufacturers, large and small, or over 50,000 rather large manufacturers. A prominent New York weekly has lists of over three-quarters of a million names suitable for circularizing for subscriptions.

In addition to the lists that may be specially compiled from directories of various kinds, including city directories, there are lists obtained from advertising. For example, a patent-medicine house by extensive advertising collects the names of many thousands who have eczema, and after the concern that gathered the list by advertising has exhausted its possibilities it will sell it through a broker to any other concern that might be able with a different appeal to get business from it. To show just what these lists are, and that they are genuine, they are furnished as files of original letters which can be copied and returned within a given time to the broker to be rented out to some other concern. The objection to lists of this kind is that they are soon worked to death, and will not produce paying returns. It is better to get an exclusive, freshly compiled list, or else to gather a list anew by advertising for inquiries.

The best lists in any business are the lists of those who have bought something. The manufacturer may circularize the list of customers of a retail store, the orders, of course, to be sent to the dealer, and no list of names could be better. When one concern can get the list of actual buying customers from another concern,

it will be found to be worth a high price; but few concerns will sell the list of their customers even when they know nothing of a competitive nature will be offered them, because the oftener they are circularized the sooner their willingness to read circular advertising is worn out.

All lists deteriorate with time, as people move from place to place or go out of business. One way of correcting this is to send out letters under a two-cent stamp, which will be returned if not delivered. That weeds out those who have moved and left no address; but those who have left forwarding-addresses will get their mail just the same, and this method proves a failure as to them. Many different devices and methods must be used to correct lists of customers especially, which are exclusive and are used for many years. The dead material in such lists means that on each name there is a loss of the stamp and stationery.

Cost

In direct-by-mail advertising there is, first of all, the fixt cost of postage, at least $10 a thousand when one-cent stamps are used. Then there is the cost of the stationery, seldom less than one dollar a thousand each for letterheads and for envelops, and often two dollars a thousand for each, or more. With most circular letters there must be some printed circular to supplement the brief letter and tell the full details of the offer to such as have first been interested by the letter. Also there is likely to be a return post-card or return envelop. The minimum cost of each of these will hardly be under fifty cents, and from that up to five dollars a thousand.

Here is the list of items for which we must provide:

Postage,

Letter-heads,

Envelops,
Enclosures,
Labor of Writing and Enclosing.

The labor of sending out circular letters or mailing-cards has been standardized by companies in the large cities which make a specialty of such work. They systematize the work in such a way that they can make a profit, yet quote prices that will actually be under the cost of doing the work in a private office by employed help. In private offices pen-addressing will usually not exceed seven or eight hundred addresses in a day, while the companies will get fifteen hundred addresses written; and so on.

The letters must be reproduced at a cost usually varying between one and two dollars a thousand. If names and addresses are filled in to match, that will cost two or two and a half dollars a thousand. The envelops must in any case be addrest, and that will cost for pen-addressing a dollar and a half a thousand or for typewriter-addressing two dollars or two dollars and a half a thousand. The letters and enclosures must be folded and inserted into the envelop, the flap tucked in or sealed down, and a stamp affixt, at a cost of fifteen or twenty cents a thousand for each motion, the lowest possible number when there is no enclosure being five. This makes the cost of labor from six to ten dollars a thousand, or the minimum total cost of circulars under one-cent postage twenty to twenty-five dollars a thousand.

When we compare this with reaching people by newspaper or magazine advertising in page space at one to two dollars a thousand of actual circulation, we see that direct-by-mail advertising is very expensive.

The true basis of judgment, however, is the returns on the total investment, whether large or small. The direct-by-mail method concentrates on precisely the best

persons, the appeal can be made more nearly complete, for a letter and enclosures will often amount to the matter on three or four pages of magazine size, or even more. The return post-card or return envelop are better than the advertising coupon. Above all, a test can be made of any letter or circular on 500 or 1,000 names at a cost of $15 to $25, and if the test is not successful the larger expenditure is saved and money is spent for only one of two purposes, to make tests on a small scale, or to mail out when results are known in advance and a certain profit is practically assured. This very greatly reduces the total losses and wastes of direct-by-mail advertising and justifies the higher cost per thousand.

Mailing-Pieces and Enclosures

A mailing-piece is the technical designation of some sort of printed card or circular which can be mailed at once, usually without wrapper, while printed slips or circulars to be enclosed with letters are enclosures.

The post-office permits printed cards or sheets of any size to be sent by third-class mail, tho cards on which there is writing other than the name and address of the persons written to and sending must come within a specified range of sizes as indicated by the official postal cards. If mailing-pieces are made large, however, they must be folded and held together with a clip in some way or they will be torn to pieces in the mail.

The condition of a mailing-piece when it is received is an important matter. If it is wider than four inches or longer than ten it is pretty certain to be badly damaged, and that will spoil the effectiveness of it. The size of a number ten envelop is the maximum that postmen carry conveniently in their packages without folding, and advertising matter should be kept within those limits.

Mailing-pieces are commonly used in a series for educational purposes where variety of impression is desirable. If there is to be a series of ten pieces, let us say, two or three of them may be letters and the rest printed circulars of some sort. A card bearing pictures that are either ornamental or illustrative, or both, often printed in colors, sometimes cut into novel shapes, serves to get attention when a letter might be thrown into the waste-basket. When variety of shape and appearance is necessary, mailing-pieces are almost a necessity. They are usually not substantial enough to produce orders, but often return post-cards are attached to them so they can readily be torn off, or are clipped on, and these mailing-cards will produce an abundant supply of good inquiries on the return portions.

Enclosures with circular letters have been found to be indispensable in many if not most cases. First, a full printed circular should give the complete details which have been briefly set forth in the letter. Without such a circular giving the complete canvass that a salesman would give if he were on the spot, orders will not come, because customers will feel they do not have sufficient information to justify them in placing orders. Often the form and contents of the circular determine the success of the circularizing, and good letters will fail if accompanied by poor circulars. Only the small percentage of those who have been favorably influenced by the letters will care particularly to read the circulars; but they must be there for all, so that those few order-placers may be canvassed to the point of buying.

In addition, it is often felt that when letters are not intended to produce orders, but are purely educational, some little printed slip helps the effectiveness of a letter. Such printed slips may describe some special item of

furniture or groceries, and will be enclosed with the invoices and ordinary letters going out from the house. Sometimes a small circular descriptive of a book or piece of merchandise entirely different from that spoken of in the letter will be enclosed with a form-letter and regular circular to catch a few persons whom the main letter and circular will not interest. These enclosures, which are not even referred to in the form-letters, will bring a few additional orders which will help to raise the total returns from the mailing to a paying point.

Printed mailing-pieces and enclosures are designed very largely along the lines of display advertising, except that since there is no limitation of space there is no such serious effort at condensation. The possibility of taking all the space desired is one of the great advantages of direct-by-mail advertising. Also color may be used without too great expense.

One- or Two-cent Postage—Which?

The advantage of imitating a strictly personal letter, including filling in the name to match the imitation typewritten body, signing letters with ink, and putting on a two-cent stamp, is not so much to deceive people in this day when every one recognizes a form-letter, as it is to get the letter into the personal pile when they are sorted each morning. Usually there are two piles, one pile of personal letters for immediate attention, another pile of printed circulars for attention at a later time when leisure may be found (and this too often is never). Letters that have the personal look are likely to get into the personal pile and receive more prompt and careful attention than type-printed circulars which are laid aside to be looked over at leisure.

Signing all letters with ink is allowed by the post-office department, even when they go third class, since

the name and address of the person addrest and the person sending may always be written on any package of whatever class. This permits the signing of circular letters with ink, and a "pen-writer" may be hired for a dollar a thousand to do the signing, since the autograph will not be recognized in any case.

Letters which go to heads of firms, or the like, usually must be sent under two-cent postage, and in as strictly a personal style all the way through as possible. The match of the address with the body should be perfect, the signature pen-written, and the envelop sealed.

Letters which are just as likely to get orders from offiee-boys or clerks as from the head of the house will produce business even if sent under one-cent postage. Circularizing for subscriptions, book sales, etc., usually can be done with greater profit under one-cent postage. Circularizing for the sale of bonds or the like should be done only under two-cent postage, with high-grade stationery.

Hints on Booklet-Making

A booklet should be prepared by a man who has some command of a literary style. It must be written easily, freely, gracefully, and, above all, should be in itself thoroughly interesting as a piece of literature or for its valuable information. It is safe to say that a booklet which is only a long-drawn-out advertisement will never be read. But a booklet which is printed attractively, is divided into short sections with suggestive headings, and contains information of permanent and genuine interest, will serve its purpose successfully.

A booklet is not usually read by more than one person, and there must be considerable money in the possible orders from that one person to make it advisable to send out a booklet at all.

The booklet should, then, be sent only to the person known to be interested, usually an inquirer. Sending booklets broadcast is likely to be a sheer waste.

A booklet gotten up merely for its curious beauty or oddity may be examined, but it is less likely to have the desired effect than one which is plainer, simpler, and in itself more convincing or informing. I am a believer in the plain, neat, tasteful, clear, simple, and perfectly arranged booklet. Sixteen small pages are usually enough, the type should be easily readable (neither small nor large and fancy), and the whole design should be such as simply to make reading easy and attractive. The meat of the booklet will be found not in the mechanical execution but in what is said.

To write a good booklet a man must have been a long and careful student of human nature. Knowing his man (or woman) to the smallest detail, he will talk to him in a simple, straightforward, earnest, convincing manner, never exaggerating, never wavering, never relaxing the intensity of his literary gaze. He has something worth saying, or he wouldn't be writing a booklet; and he says it so that it must be read, and once read can not but be remembered. That is the height of business literary art, and it is the point at which literary art unites with business.

A booklet to draw business must first of all have a title which describes something that the customer will want. The title is very important.

Then the booklet itself must be a thing of intrinsic value. It is not enough that the reader is curious about what you have to offer, and wants full information. He wants to get something worth having to pay him for the time he is taking to read your matter. This question of time is an important item. Many people are more loth to spend time than money, and it is a serious mistake to

trench in any way on a man's time. This can be avoided if the booklet is at once a thing of intrinsic value and interest and a good advertisement for what you are offering.

Proper Style in Which to Write a Booklet

The best model of a good booklet is an advertising magazine article filling about four pages. It is written in the best magazine literary style, with frequent subheads, and usually with copious magazine illustrations. It is sharper, shorter, snappier than the average literary article of the same kind. It is intensely practical and fascinating by reason of the fundamental information and suggestive discussion. Yet it is deftly and subtly calculated to lead the mind to some particular commercial goal, namely the purchase of the thing that is being advertised.

If the thing advertised can be found to be really interesting in itself, to have its oddities, its philosophy, and its universal value to human nature, that should form the subject of the booklet. Then there is no deception about it. It is a frank discussion of an interesting thing, in which you are deeply interested, and which leads most naturally to the plea for a sale.

If the thing advertised does not permit of such discussion, the booklet must be made interesting any way, and outside matter must be sought. This outside matter should be as closely connected with the thing advertised as possible, for there is always danger when it comes to bridging the chasm between the interesting booklet on an outside subject and the question of making a sale.

The Use and Abuse of Catalogs and Booklets

Many business men make the great mistake of supposing that a catalog or booklet is a paper salesman. The fact is, it is only half a salesman. It is the sales-

man that gets orders from those already interested, but it does little or nothing to get orders from strangers. The personal letter must make a complete impression in itself. The letter that does not come near to making a sale in itself without reference to a booklet or catalog is usually an exceedingly poor letter.

I myself in many lines of business should never send a catalog except on request. The man who asks for it is the man who needs it. The man who does not ask for it is very unlikely ever to read it.

Again and again have I read letters which refer to the catalog and ask me to read it all through carefully. This I never do. I throw it in the waste-paper basket because I haven't time to wade through so much matter.

When a booklet or catalog is sent with a canvassing letter, it should be considered that it will be read only by those on whom the letter has made an impression. Those few may read it with deep interest, and it will aid in getting an order from them. All the others probably will never look at it. At any rate, the advertiser should go on the theory that they never will.

A catalog sent broadcast to the trade usually is treated with the same indifference. I myself last summer sent 5,000 booklet circulars to old customers, and got six $1 orders. It was practically a dead loss. I sent the same booklet circular with a strong personal letter to 1,000 of the same names and got one hundred orders. Mr. W. C. Holman, editor of *Salesmanship*, has told me that a two-page advertisement in his magazine of his "Ginger Talks" brought but six $2 orders, while one thousand letters to subscribers brought eighty-two $2 orders.

Many manufacturers and others have a house-organ monthly magazine which they send out at great expense. I would a hundred times rather send out monthly let-

ters, except to old customers who request the magazine. For customers who want it, a catalog or booklet is indispensable, and of the highest value. For others, from many experiments and much observation, I believe it is, comparatively speaking, of very little value.

Classified Advertising

One form of direct advertising demands special attention, and that is Classified Advertising, whether run in newspaper or magazines.

The value of classified advertising depends first of all upon the habit of certain numbers of people of looking in a certain periodical, in a certain place, to find certain kinds of advertisements. Until that habit has been formed, classified advertising can have little value, and papers that are trying to build up their classified advertising departments find it an extremely difficult matter. Normally there is one paper in a town that carries classified advertising that pays, and that is usually only in the larger cities. Only a few magazines have been entirely successful in establishing profitable classified advertising departments.

In general advertising, people are likely to notice any unusual thing, but as a rule in reading classified advertising they are intent on finding some one particular thing, and they respond to nothing that does not seem to be in line with that thing. Hence any advertisement that is not properly classified is lost, and any attempt to advertise things which do not come under popular classification is likely to fail. The field is pretty closely narrowed to a few profitable mediums and a few profitable classifications.

The space occupied makes little difference so long as you say what you have to say and say it clearly. When rather full explanations are demanded, considerable

space must be used. When everything of essential importance can be put in a couple of lines, it would be foolish to use more. The great question is, Have you got all of the essential things in or not, looking at matters from the other fellow's point of view?

To most of us the most important classified advertisement is that intended for the Help-Wanted or Situation-Wanted columns. When we want a job, the best way to get it is by a classified advertisement; and as our loss of time while waiting for a position becomes a serious matter to us, the successful wording of such an advertisement is extremely important. It is a matter of knowing just what the other fellow wants that we can furnish, and stating that thing in the most simple and direct style. This is a kind of advertisement that it is worth our while to write again and again till we get it right. Each time we should stand off and look at ourselves, and look at the other fellow, and then consider once more whether we have touched the exact point where the two ought to come together.

Questions on Direct-by-Mail Advertising

1. How are general advertising, retail advertising, and mail-order advertising done? What is direct-by-mail advertising a new name for? What is the occasion for a new name?

2. In what field is the direct-by-mail method especially applicable, and why?

3. What are the essential elements in direct-by-mail advertising?

4. Just why is direct-by-mail advertising so much more certain and definite than any other kind?

5. Describe fully how lists are prepared, their cost, and the various kinds.

7. Describe mailing-pieces, and bring to the class various examples of mailing-pieces and enclosures.

8. How do you determine whether to use one- or two-cent postage?

9. What are the mediums for classified advertisements, and what are the essentials in their preparation?

Advertising Assignment V

Let us reply to mail-order advertisements (which are intended to build lists on which direct-by-mail salesmanship may be applied) and collect a number of circnlar letters, enclosures, etc., and bring them to the class with a criticism of each.

Advertising Assignment VI

After carefully considering the business to which we have given special study, let us see if classified advertising in newspapers, or national periodicals like *Everybody's Magazine* or *Collier's Weekly*, might not be possible, and then write the advertisements. Or we may prepare half a dozen want-advertisements for positions for ourselves, some long and some short, trying to determine just what treatment would be likely to give the best results.

VI

KEYING AND TESTING ADVERTISING

UNLESS you know what returns you get from your advertising, there is no possibility of knowing whether it pays or not, nor of eliminating the inevitable waste. At least 75 per cent. of miscellaneous advertising is wasted. The whole idea of science in advertising is to eliminate that waste, and the basis of all science is exact knowledge. The great development of the next few years in the study of advertising must be testing and checking returns.

Direct-by-mail advertising is more easily tested than any other form. Here is our list, usually running to several thousand. We try our form-letters and circulars on five hundred, sometimes a thousand. The proportion of returns on five hundred is likely to hold for the entire list with no very great variation. If the mailing costs twenty-five dollars a thousand and there is a profit of five dollars on each article sold, five orders must be received before any profit can be shown, or two and a half orders from five hundred letters. There must be some margin for contingencies and variation, say three to the thousand, making eight in all, or four orders from five hundred. If four orders are received from the test on five hundred we see a chance of success. If five or six orders are received, we know that we have a good margin of safety and are assured of an excellent profit. If less than four are received we try again with another letter or another circular. Of course, chance may bring one order more or one order less, and

when the total returns on the test are as small as four we should follow that test up with another on a larger number, say two thousand, or in proportion to the size of the total list.

Often as many as eight or ten letters are tried out, one after the other, before one is discovered that will produce the proper proportion of returns. Even the most experienced and competent advertising man will fail oftener than he will succeed; but systematic testing and continued trial will discover the winning letter at the smallest possible cost, and when the large expenditure is made the advertiser may feel that the returns are certain. That is scientific advertising. Too many American business men are in a hurry and say, "That letter looks good to me; I will take a chance on it, and send out twenty thousand without testing." Their failures to get results discourage them, whereas if they made systematic tests they would lose so little on their failures and make so much on their successes that they would soon be engaging in extensive and highly profitable advertising.

Mail-order advertising in newspapers and magazines may be tested in a similar way. First a medium of known pulling power is selected, and preferably one in which the advertising rate is as low as possible. Its pulling power on that particular business, however, must be known. The advertisement is then run once in that and the returns carefully noted. If inquiries rather than orders are sought, the inquiries must be followed up to see how many final orders are secured, since inquiries may come in plenty yet they may not be of a kind that will produce business. Only final orders constitute a final test as to whether it pays to advertise or not, tho many business men think that if they get the inquiries they have already succeeded, and jump hastily

into an expensive advertising campaign, only to discover later that they can not get orders from the inquiries.

When a piece of copy has been proved successful in a medium of known power it is safe to run it in all other mediums of pulling power that is believed to be good. When an advertisement is run in several periodicals at the same time, the orders or inquiries must be assigned to the particular periodical from which they came, and this is accomplished by keying the advertisements.

There are various ways of keying advertisements. At one time each periodical was given a department number and inquirers were asked to address their letters to "Dept. 5," or to ask for "Booklet D," as if the business were an enormous one, and there might be confusion in the mail after it reached the office of the concern addrest. When the business was known to be small, this was so ridiculous that the public paid little attention to the key. Requests that inquirers mention the magazine in which they see the advertisement have also proved futile, for they neglect to do it. The method of keying that seems to have proved most successful is to select a fictitious room or street number. For example, in one building the highest number on a floor is 1411, 14 indicating the floor and 11 the room number. All higher numbers such as 1412, 1413, 1414, etc., do not exist, and mail addrest to them will easily be delivered to the proper room. So fictitious street numbers may be used. If the highest number in a certain block is 653, all the numbers above that, as 654, 655, etc., may be used as key numbers and there will be no trouble in getting mail delivered. A few customers will call in person, and when they do so they will find that the number given in the advertisement is incorrect. As these are few, the difficulty is not a serious one. It is

Subject — Month

PERIODICAL	Key		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	
		Inq.																	
		Or.																	
		Inq.																	
		Or.																	
		Inq.																	
		Or.																	
SECOND HALF	Key		17	18	19	20	21	22	23	24	25	26	27	28	29	30	31		
		Inq.																	
		Or.																	
		Inq.																	
		Or.																	
		Inq.																	
		Or.																	

FORM 8

very desirable, however, that only fictitious numbers be used and not numbers belonging to other firms, for when the numbers are real but belong to another concern, inquiries will go directly to the wrong place and needless annoyance will be occasioned some neighbor. Fictitious street and room numbers will usually be written on the letter of inquiry by the customer, because he thinks the number necessary in order to have his letter delivered. Sometimes a fictitious initial is used in a name, as when the name is George W. McIlvaine, the advertising will appear over the name of George V. McIlvaine, George U. McIlvaine, George T. McIlvaine, etc., but this makes people wonder too much when they get letters signed "George W. McIlvaine," when they have addrest "George T. McIlvaine." Those who go to a fictitious address are very few, but all mail-order customers would notice the other discrepancy. The key should be something that will attract as little attention as possible.

When a certain room or street number is used as a key, immediately on receipt of letters, all those bearing a certain number will be noted, and the total number received will be entered in a space on a card like that shown in the accompanying illustration. Such a card as this will show at a glance how many replies have been received from any given periodical on any day, week, or month. If the key-number is written only on the envelop, it is transferred to the letter itself by the mail-clerk, and when a record-card is written up the name of the periodical which the key represents will be written on the card with the name and other information. On this card the record of the follow-up will be kept. Records of this kind make it possible to see at a glance just what each inquiry cost in each periodical, and periodicals which fail to pull orders or inquiries at

a profit are dropt. A continual test is going on, for there will be a continual variation, and each new piece of copy should go through the testing process. In a well organized business house the testing of advertising is a very serious and regular business, under the special charge of an employee who understands it thoroughly.

Testing Retail Advertising

Retail advertising is direct advertising in which the people come to the store in response to the advertisement. If dresses are advertised, in the dress-department there may be a larger number of customers than usual. Some of these will ask for the advertised goods. Others will come on account of the advertising, but will not mention it at all. In order to judge the advertising it is necessary to place in the hands of each clerk a card like Illustration A. On this there is one column for calls and one for calls supposed to be in response to the advertisement, and one for all sales. When the ordinary daily sales are known, an increase indicates partly the power of the advertising, tho the efforts of the clerks to make sales will often influence the totals, as clerks concentrate on one line of goods or another, according as they find themselves interested in it.

Illustration A is a card arranged for keeping the daily or weekly record of five different articles in one department. Each article is written on the back of the card and given one of the numbers by way of reference, and all the calls and sales under that number are credited to the corresponding article.

Each night or each week the individual cards of the different clerks are gathered up and the totals entered on another card like Illustration B. Observe that the condition of the weather is an important item in

Sec. Clerk No. Date

No.	Calls 1		Sales	Calls 2		Sales	Calls 3		Sales	Calls 4		Sales	Calls 5		Sales	
	✓	$	¢	✓	$	¢	✓	$	¢	✓	$	¢	✓	$	¢	
1																
2																
3																
4																
5																
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FORM 9 A

ILLUSTRATION A

judging the efficacy of advertising, since if the advertisement appears on an evening preceding a rainy or very cold day, the returns will necessarily be lost. That is one of the chances retailers must take, but a record of it is important if we are to judge the advertising returns wisely.

Testing the pulling power of different papers is not very important in retail advertising, as there are but two or three possible papers in any case, and their quality soon becomes known. When testing papers is necessary, about the only way is to run a certain advertisement first in the new periodical, and after the returns have been received run it again in the known periodical and compare the results on different days or weeks.

Retail advertising changes so rapidly that when a pulling advertisement has been found it can only serve the purpose of indicating to the advertising manager what sort of copy has got business for him, to guide him the next time. In the course of a few weeks he will discover easily, if he studies the returns, what his advertising is accomplishing, and what advertisements stand out as winners. Without this constant study of records he will be making the same mistakes over and over again, and he will not even know when he has made a success, so that he can repeat it.

Testing General Advertising

When customers who are influenced by general advertising go to a store, and only the dealer meets them, and he does not know how they happened to be influenced to ask for certain goods—indeed, often the customers themselves are entirely unconscious that they were influenced by advertising they have seen—checking the returns by any of the methods already described becomes impossible. In general publicity advertisements

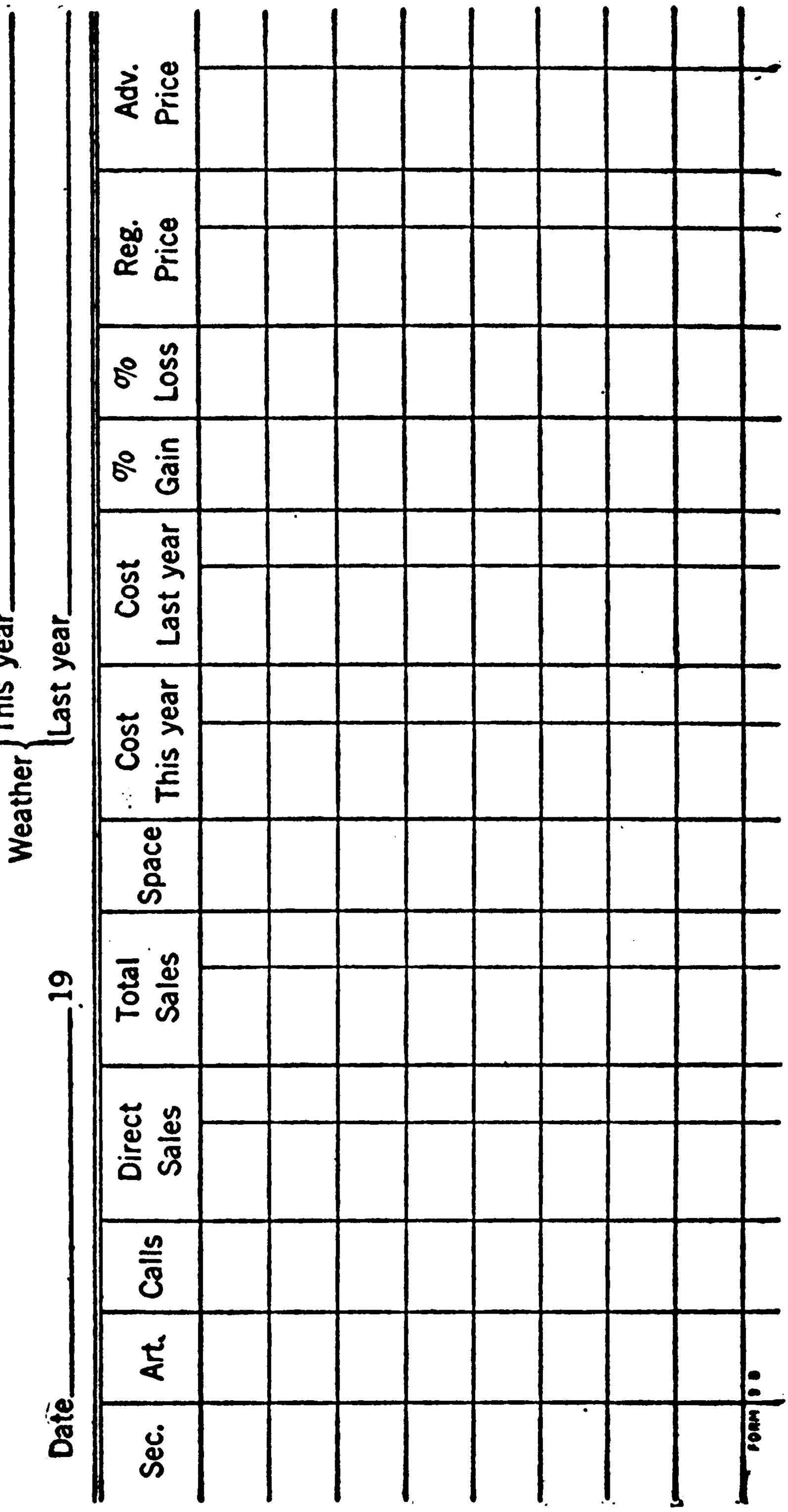


ILLUSTRATION B

a booklet may be offered, and the number of requests received for it may give some faint suggestion of the pulling power of the advertisement or the periodical; but as the advertisement is intended to send customers to retail stores, and advertisers often pay little attention to following up the scattering inquiries they do get, the number of inquiries for a booklet or novelty is a very poor indication of the value of the advertising. Some entirely different method must be used.

The best method of testing general publicity is to conduct a complete campaign in some one or more towns which have been selected as typical. A small city, say of fifteen or twenty thousand inhabitants, with a representative population, may be chosen. The newspaper advertising rate is low and the experiments need not cost much. A newspaper campaign running through ten weeks can often be conducted for as little as a hundred dollars. The goods to be advertised are placed on sale either at some one store, or at all the stores of that kind in the town. A complete campaign is carried out, with the newspapers, counter and window displays, street-car cards, and bill-boards, whatever may be required. Each dealer may be supplied with suitable record-cards, and the advertising man may call each day or each week at the stores to get the reports of the clerks. The system for retail advertising is carried out in each, and in addition the comments of clerks or even the comments of customers who may be interviewed will serve, in the course of a few weeks, to indicate pretty clearly what copy pulls and what does not, and just how well the campaign pays.

This systematic testing out of general advertising requires considerable time and patience, and American business men as a rule lack both. If such tests were carried out, hundreds of concerns that have not been

general advertisers would find out how they could make it pay. They have been discouraged because they have thrown in a certain sum at one time and lost it. They did not know how they lost it, but they condemn all advertising because of that single failure. Tossing in more sums without knowing whether they will be returned or not will not help matters. It is better not to advertise than to go on gambling, for untested advertising is nothing but a gamble.

Questions on Keying and Testing Advertisements

1. How can the tremendous waste in advertising be eliminated?

2. What kind of advertising is most certain, and how can its methods be applied to other kinds? Describe in detail the process of testing direct-by-mail advertising.

3. How is mail-order advertising in periodicals tested?

4. Explain the different ways of keying advertisements, and illustrate the way in which the records are kept.

5. How is retail advertising tested? Explain in detail the method of keeping the record, and analyzing it for comparison from year to year.

6. How can the same general methods be adapted to testing general advertising, and what is the importance of such testing?

VII

PRINTING

THE invention of printing has made modern life what it is, and the terms and methods used in the art are much the same the world over. The general subject divides itself into three divisions: (1) *composition*, or typesetting; (2) *paper and presswork*, or printing the type on paper by means of a printing-press, and (3) *binding*, or folding, sewing or stitching, and casing up or covering, so as to make a bound book or pamphlet.

Composition. Ordinary type is set by hand, and is made of metal. Very large type for posters, cards, etc., is sometimes made of wood. The linotype machine sets by the touch of keys (like typewriter-keys) what are called matrices, and casts an entire line of type, all on one solid body. The monotype machine casts lines made up of individual types such as are usually bought at the foundries and set by hand.

The sizes of type are now usually measured by what is called the **point-system**, 72 points to the inch. Type a sixth of an inch high would be 12-point, a twelfth of an inch high, 6-point, etc. The letter m is square, as broad as it is high, and the letter n is half as broad as it is high. These sizes without letters on them are used as spaces, and are called em-quads and en-quads.

Strips of metal between lines are called **leads**, and are most commonly two points thick. Leaded 8-point is therefore as high from bottom of line to bottom of line as solid 10-point.

The commonest sizes of type are the following:

Agate, or 5½-point, commonly used in newspaper

classified advertising, and accepted as the standard size for measuring all advertising, a line of advertising being figured as an agate line.

Nonpareil, or 6-point, the common body-face of newspaper reading-matter; newspapers also use 7-point;

Brevier, or 8-point, the common magazine body-face;

Long primer or 10-point, the common body-face;

Pica, or 12-point, is the largest common face for book-type, and is used as a standard measure of width of columns and pages, there being six picas to the inch, so that a newspaper column two inches wide would be said to be twelve picas wide, and a book page three and a half inches wide would be said to be twenty-one picas wide.

The common advertising display or black-faced types are 18-point, 24-point, 36-point, 48-point, and 72-point, which are respectively three-twelfths of an inch, one-third of an inch, half an inch, two-thirds of an inch, and an inch high. Names are not in common use for these larger sizes, tho persisting in connection with the smaller sizes.

Body-type includes the smaller sizes used in the body of books or articles, and is usually light-faced. There are two different varieties, **old-style** (a technical term

printed just the same as the original type. They are used when the same type or engravings may be printed several times, as they are more convenient to keep for permanent use or possible use. The type is dusted with graphite and an impression of the form made in wax. This wax mold is placed in a bath where by means of an electric current a thin shell of copper is deposited all over the face. This shell is then backed up with hot metal to make the plate about a pica thick. This plate is mounted on wood, mounted on metal, or is beveled to clamp on patent blocks or a patent base. Patent-block plates are used when there are many of them, as for a book which is to be printed more than once, each printing being called an edition. Electrotypes are measured and charged for by the square inch, or according to a standard scale used by all electrotypers. Stereotypes are plates made from a mold of paper pulp by running melted metal into a metal box containing the mold. It is a cheap plate used chiefly in newspaper work.

Cuts are engravings of any kind, of which there are two varieties in commercial use, zinc etchings from pen-and-ink drawings or any solid masses of black and white color, as, for example, reproduction of printing or typewriting, and **half-tones**, giving the effect of a photograph with intermediate tones (produced by photographing on a copper plate through a screen like mosquito-netting). The fineness or coarseness of the screen determines the kind of paper on which a clear impression can be printed. For newspaper work a screen with 80 to 100 lines to the inch (called an 80- or 100-line screen) makes a coarse picture; for smooth or calendered book-paper, cuts made with 120- or 130-line screen may be used, and on enameled papers cuts up to 200-line screens may be used.

Papers. Letter-heads are printed on special calendered papers called writing-papers, which will take ink without blurring. They come usually in sheets 17 x 22 inches, called **folio size**, which, cut into quarters, make standard letter-heads 8½ x 11 inches. **Flat stock** is a special class of writing-paper of common or cheaper quality, while **bond** is another special quality of paper widely used for a better class of letter-heads. Bond paper is more or less transparent, and is adapted to printing or writing only on one side.

Book papers are used for all kinds of circulars and small-type printing, and are, in general, of four qualities or characters—**print**, the cheapest wood-pulp paper, used for newspapers; **machine finish**, made partly of rags, well adapted to printing ordinary type and zinc-etching cuts, but not adapted to half-tones; **supercalendered**, or **S. & S. C.**, a medium smooth sheet on which half-tones may be used, and **enamel** or **coated** stock, the surface of which is filled with a preparation of clay, on which the finest half-tones may be printed with beautiful results. The commonest sizes of book-papers are 24 x 36 or 25 x 38 inches (a standard size), 28 x 42 inches, 32 x 44 inches and the double of the first size or 38 x 50 inches. Each has three to six different thicknesses, indicated by the **weight** or pounds to the ream. We count 500 sheets to a ream.

Bristol-board is a thick paper used for cards, etc., and sold by the 100 sheets, most commonly 22½ x 28½ inches. Other varieties of thick colored papers are called **cover-papers** and are used for covers on booklets, usually made same size as bristol-board or 20 x 25 inches.

Binding. When books are supplied with elaborate, stiff covers the work is called **hard binding**, the stiff cover is called a **case** or a **cloth case**, and the work is done at a special bindery. Most printers do **pamphlet-work**,

or binding of booklets in paper covers. The larger and finer books are **sewed** (*i.e.*, with thread), while the booklets and less expensive books are **wire-stitched** (that is, sewed with wire). When books are finished they are **trimmed** or cut on the edges, a number of books at a time, to a certain size, which must be given the binder in inches. He will ask for the **trimmed size.** An eighth or quarter of an inch extra must be left for "trim."

Layout means a rough sketch showing how the printing is to be arranged, with the sizes of each part, etc. For layout of a full-page advertisement of Marshall Field & Co., see page 315, and for the advertisement see page 314. The drawn lines indicate the margins of the different bodies of type, the dimensions being indicated in inches. Solid pencil lines indicate where the pictures or cuts will go. A wavy line under the headings in the copy will indicate black letter or display type. The size of the type desired should be marked at the side of each display-line or body of type.

A **dummy** is a little book made of blank paper showing the size, and if possible the kind of paper for the main part or body, and the kind of paper for the cover. Outlines may be drawn with a pencil to show the outside edges of the type and the **margins** or blank paper around the type. The bottom and outside margins should always be greater than the inside and top margins. On each page of the dummy may be written a brief description of what is to go on that page.

Principles of type-setting or composition. Only two different **faces** or kinds of type should ordinarily be used in a booklet or advertisement, one kind of black letter in different sizes for the display lines, and one light-faced body-type in different sizes, if necessary, for the reading-matter. An advertisement with many dif-

ferent kinds of black type is an atrocity—it is "bad composition." Many ornaments and a confused appearance are also bad. The display-lines should be short and instantly read. If possible, avoid "condensed" type—type that is tall and thin, made purposely to crowd more into a display-line. "Fat" or round type is more easily read and always to be preferred. There should be plenty of blank space above and below display-lines, and in the surrounding margins, yet not a wasteful amount—just enough to make everything clear and sensible-looking.

Measuring advertisements. It often falls to the lot of an assistant to measure up advertising to see that it is as charged for. The entire space filled is measured as if it were set solid in agate lines, including all picture space and borders. There are fourteen agate lines to the inch, four inches to a quarter magazine page. A newspaper advertisement across two columns is called "double-column" and a double-width line is measured as two lines. When advertisements are set by printers they are measured by the thousand ems. Take the total number of lines from top to bottom, and also find the number of line spaces or ems from side to side. Multiply these together, taking the next highest thousands as the amount of the composition, written as so many "M." Pictures are counted as type unless they fill full pages.

Measuring printing. The typesetting is measured by the thousand ems of the size of type actually used (not as agate except in the case of advertisements in many different sizes of type), by use of a type-scale marked off for each different size of type up to 12-point. Display heads are counted as if set solid with the body-type.

Presswork refers to the impression on the printing-press, and is counted as so many thousand **impressions**

of each form. A form is a number of pages locked up together in one chase or iron frame. Forms usually have eight, sixteen, or thirty-two pages, and each group of pages of that number (whatever number can be run on the press at one time) is called a "form." A book of 196 pages would have six forms of thirty-two pages each, and one thousand complete books would be counted as "6 M impressions" (six thousand impressions). There is an extra charge on the first thousand impressions of each form to cover "lock-up" (locking the pages up in the chase with the correct margins) and the "make-ready," that is, getting the type to print clear and sharp all over by means of paper "overlays" and "underlays" on the cylinder of the press. **Gordon presses** are small presses for cards, letter-heads, etc., and usually take any printing not over 10 x 12 inches Larger sheets are printed on "cylinder presses." "Gordon press" jobs cost about half as much for the presswork as "cylinder press" jobs.

There is also a charge for cutting or trimming the paper on the paper-cutter, and of course a charge for printing the cover and for folding and binding. In laying out the form allow one-eighth to one-quarter of an inch extra paper for the "trim."

Preparing Copy for Printer and Reading Proof

Copy for the printer should be written only on one side of the paper. As a rule it should be typewritten, but clear handwriting is not objectionable.

Words or phrases intended to be set in italics should be underscored once, in small capitals twice, and in full capitals three times, while a wavy line below indicates black-letter.

If the paragraphs are not distinct they should be marked by the sign of the paragraph (¶), and this sign

in the middle of any solid writing will cause the printer to make a paragraph at that point without other direction. If a paragraph is not wanted where the writing has been indented for a paragraph, draw a line to connect the last word of the preceding with the first word of the next, and at the left write "No ¶." If a period is not distinct, draw a circle around it—a small circle not over a quarter of an inch in diameter.

See that the spelling, punctuation, and capitalization are exactly right. It costs a good deal of money to change these things on the proof. It is much cheaper to edit the manuscript in advance.

On the corner of the manuscript, top of first page, indicate the size of type in which it is to be set, as "8-point," "10-point," etc., and whether "leaded" or "solid." If possible, mark at the ends of the heading lines the style or size of type in which the headings are to be set. Also mark the width in inches or picas.

Observe that words in capital letters are harder to read than when set in capitals and small letters, or "upper and lower case." If headings are marked "u. and l. c." they will be set in upper and lower case, even if written on the typewriter in capitals. Words to go in all capitals can be circled and marked "caps." or underscored with three lines.

A blank paper dummy, folded up and cut to the size, with writing to indicate the length of the pages, as well as the width, places for the pictures, etc., kind of paper to be used for body and cover, will also be a good addition.

The first proof comes back in long strips, called "galley-proofs." When the corrections made on this proof have been inserted, a better and clearer proof usually is supplied, called "page-proof" (if the matter is to be made up into pages). If this is correct, each

page should be marked in the lower left-hand corner "O. K.," with the name of the person signing, or initials.

Printers use certain abbreviations, signs, and symbols in marking proof with which the ordinary person should be familiar. The chief are the following:

caps., capital letters, also indicated by three lines below.

u. c., upper case, capital letters.

l. c., lower case, small letters.

u. and l. c., upper and lower case, the first letter a capital and the rest small letters.

sm. caps. or s. c. (or two lines below), small capitals.

ital. (not beginning with capital), or underscored once, italic.

rom. (not written with capital), roman, the ordinary straight letters, as opposed to italic.

w. f., wrong font (a face or cut of type not like the rest).

stet, Latin for "let it stand." Words to remain are underscored with a dotted line.

A line drawn down through a capital letter indicates it is to be made small.

tr., transpose, or change the order.

 (dele), take out, placed in the margin when a letter or word is to be removed.

, turn the letter the other side up, placed in the margin when a letter is upside down.

A sloping line is placed to the left of any letter, word, or mark that is to go into the text, but a mere symbol or direction should not have any line beside it.

The period, however, has a circle about it, while apostrophes, quotation-marks, and superior figures that are to appear at the upper edge of the line of type are written in the top of an angle (V) or V. Inferior fig-

ures or signs specially indicated as going below the line of type are placed in an inverted ∧.

means insert more space.

□ em quad, the space of a square of the type used.

√ means somewhat less space between words.

() means close up space.

✕ a cross means a broken letter.

Brackets at left or right, top or bottom, mean "move the type up to the line of the main line of the bracket."

Hyphens and dashes are placed between two sloping lines. The length of a dash may be indicated by writing under it the letter m (meaning a dash the length of a square of the type), or 2-em or 3-em (the latter being the more correct way of writing the letter).

∧ a caret indicates where something left out is to be inserted.

! means to push down a quad or space that shows in the type.

"Out, see copy," indicates an omission too great to write in, reference being made to the original copy where the omitted words are bracketed.

⁀ a curved line over two letters indicates that they are to be printed as a diphthong or single character.

Straight lines at the side usually indicate that type should be straightened up, or the margin straightened.

Qy or ? written by the proofreader indicates that there may be an error and the author should verify.

Wanamaker, Carson, Field & Co.
Wholesale Department.

We must go after the firemen en masse, what the advertising men call Mass Play. Read the booklet HOW TO WRITE ADVERTISING LETTERS, page 23, section on mass play.

Please prepare a series of three letter and the printed matter to go with them.

This will consit of an 8 p. booklet with cover to go with first the letter, letter sheet of testimonials, one or two good ones, to go with second letter, and a picture showing our offer at a glance to go with the finale.

Feature the word athenaeum printed with diphthong.

This under wear at $2 for a unionsuit is positively the best value obtainable, as the garment is actually more than half silk. Make a strong appeal on this, and let us see if we cannot get a start with these people on somethnig better than they have been using.

Questions on Printing

1. What is composition? Presswork? What two kinds of binding?

2. What kind of type is used for ordinary job-printing? For poster work? For newspaper and magazine work? How are linotype machines operated, what are the matrices, and how is the type cast? How are monotype machines operated?

3. Explain the point-system of measuring type.

4. What are leads?

5. Mention the commonest sizes of type and tell what each is chiefly used for? What are the advertising display sizes of type?

6. What is body-type? Old-style? Modern? Boldface? What are the risers?

7. What are electrotypes? Explain how they are made, what the shell is, the backing, and the mounting. What are patent-block plates? How are stereotype plates made? How are both of these charged?

8. What is an edition of a book?

9. What are cuts? Zinc etchings? Half-tones? How are half-tones made? Illustrate by examples, if possible, the differences in "screen."

10. What is calendered paper and what is it used for? Illustrate? What is folio size, and how many letterheads will a sheet make? Distinguish between flat stock and bond paper.

11. What are book-papers? How do they differ from writing-papers? Illustrate print, machine-finish, supercalendered, and coated papers. What are the common sizes of book-papers, and how many pages of this book would each make?

12. For what is bristol-board used? What are the common sizes of cover-paper?

13. Illustrate the differences between hard binding and pamphlet work. What is the difference between wire-stitching and sewing? What is meant by the trimmed size of a book?

14. Illustrate the way in which display advertisements are laid out.

15. Show how a dummy is made up for a booklet.

16. What are the leading principles of type-composition? Illustrate these by examples of both good and bad composition. Illustrate the difference between fat and condensed type.

17. What is the basis for measuring advertisements. Make up a type-scale from a foot-rule by working out the point-system. How is printing measured? Measure the type-composition on this page with the type-scale you have made.

18. What two kinds of press-work are there, and for what is each used? How is a form made up? What are impressions? How would an edition of 3,000 copies of an ordinary book of 196 pages be made up and handled in the pressroom, how many forms would it make, what size of paper would be most economical, and how many impressions would there be? For what are Gordon presses used? What other charges are made on a printing job besides composition, paper, and press-work?

19. Make a list of the rules for preparing copy for the printer, stating them very briefly, and numbering them in order.

20. Explain the meaning or significance of each mark used in the model proof.

Advertising Assignment VII

First, let us take any manuscript that might be printed as a booklet and prepare it for the printer, making a dummy of blank paper, indicating the best type to use,

size of page, probable number of pages, title-page, head-lines, etc.

Second, let us take a page in a magazine, a page in this book, and a page advertisement, and indicate on each the different sizes and styles of type used, and measure up the type-composition on each.

Third, let us prepare and lay out a series of not less than three advertisements for the business we have been studying chiefly, one a magazine page, one a quarter page, and one an inch for newspaper use.

Retail Advertising Assignment

From concerns like John Wanamaker in New York, the National Cloak and Suit Co. of New York, or Mandel Bros. of Chicago, we can obtain fall or spring catalogs of women's wear, and with this text-book on department store goods we can prepare a retail page advertisement, writing the copy, planning the cuts, and laying out the advertisement, as well as properly preparing the whole for the printer.

MODERN TYPE FACES

Caslon Old Style

A Beautiful Body Type

10 point

Pack my Box with Five Dozen Liquor Jugs*

8 point

Pack my Box With Five Dozen Liquor Jugs

Caslon Bold

14 point

Pack my Box with Five Dozen L

10 point

Pack my Box with Five Dozen Liquor Jugs

*This sentence is used by type designers because it contains every letter of the alphabet and shows how they look in word groups.

Caslon Italic

10 point

Pack my Box with Five Dozen Liquor Jugs

8 point

Pack my Box with Five Dozen Liquor Jugs

Cheltenham

One of the most popular modern faces
It has a shoulder that makes 10 pt. look about as large as full-faced 8 pt.

12 point

Pack my Box with Five Dozen Liquor Jugs

10 point

Pack my Box with Five Dozen Liquor Jugs

Cheltenham Bold

14 point

Pack my Box with Five Dozen Liq

24 point

Pack my Box with Fiv

Cheltenham Bold Italic

8 point

Pack my Box with Five Dozen Liquor Jugs

14 point

Pack my Box with Five Dozen Liq

Bold Antique

A Good Advertisement Type

6 point

Pack my Box with Five Dozen Liquor Jugs

8 point

Pack my Box with Five Dozen Liquor Jugs

Charter Oak

18 point

Pack my Box with Five

30 point

Pack my Box

Jensen

Good Caps; Lower-case a Little Too Ornate

8 point

Pack my Box with Five Dozen Liquor Jugs

12 point

PACK MY BOX WITH FIVE DOZEN

Kenilworth

A Lighter, Smaller Face Than Jensen

8 point

Pack my Box with Five Dozen Liquor Jugs

18 point

Pack my Box with Five Dozen L

Blanchard

An Artistic Advertisement Face In All Sizes

18 point

Pack my Box with F

36 point

Pack my B

Blanchard Condensed

12 point

Pack my Box with Five Dozen Liquor Jugs

24 point

Pack my Box with Fi

DeVinne

Good Face, But Old Fashioned

6 point

Pack my Box with Five Dozen Liquor Jugs

18 point

Pack my Box with Five D

Tudor

Plainer Than Old English

10 point

Pack my Box with Five Dozen Liquor Jugs

24 point

Pack my Box with

Engravers Bold

For Letterheads

6 point

PACK MY BOX WITH FIVE DOZEN LIQUOR

12 point No. 2

PACK MY BOX WITH FI

Franklin Gothic

Excellent For Newspaper Heads

36 point

Pack my Box

48 point

Pack Box

Square Gothic

Very Plain

9 point

PACK MY BOX WITH FIVE DOZEN

12 point

Pack my Box with Five Dozen

Condensed Gothic

Light Faced—to be Used Only in Case of Absolute Necessity, Because Hard to Read

12 point

Pack my Box with Five Dozen Liquor Jugs

36 point

PACK MY BOX WITH

Lining Old Style

6 point

Pack my Box with Five Dozen Liquor Jugs

8 point

Pack my Box with Five Dozen Liquor Jugs

Modern

4½ point

Pack my Box with Five Dozen Liquor Jugs

5½ point

Pack my Box with Five Dozen Liquor Jugs

6 point

Pack my Box with Five Dozen Liquor Jugs

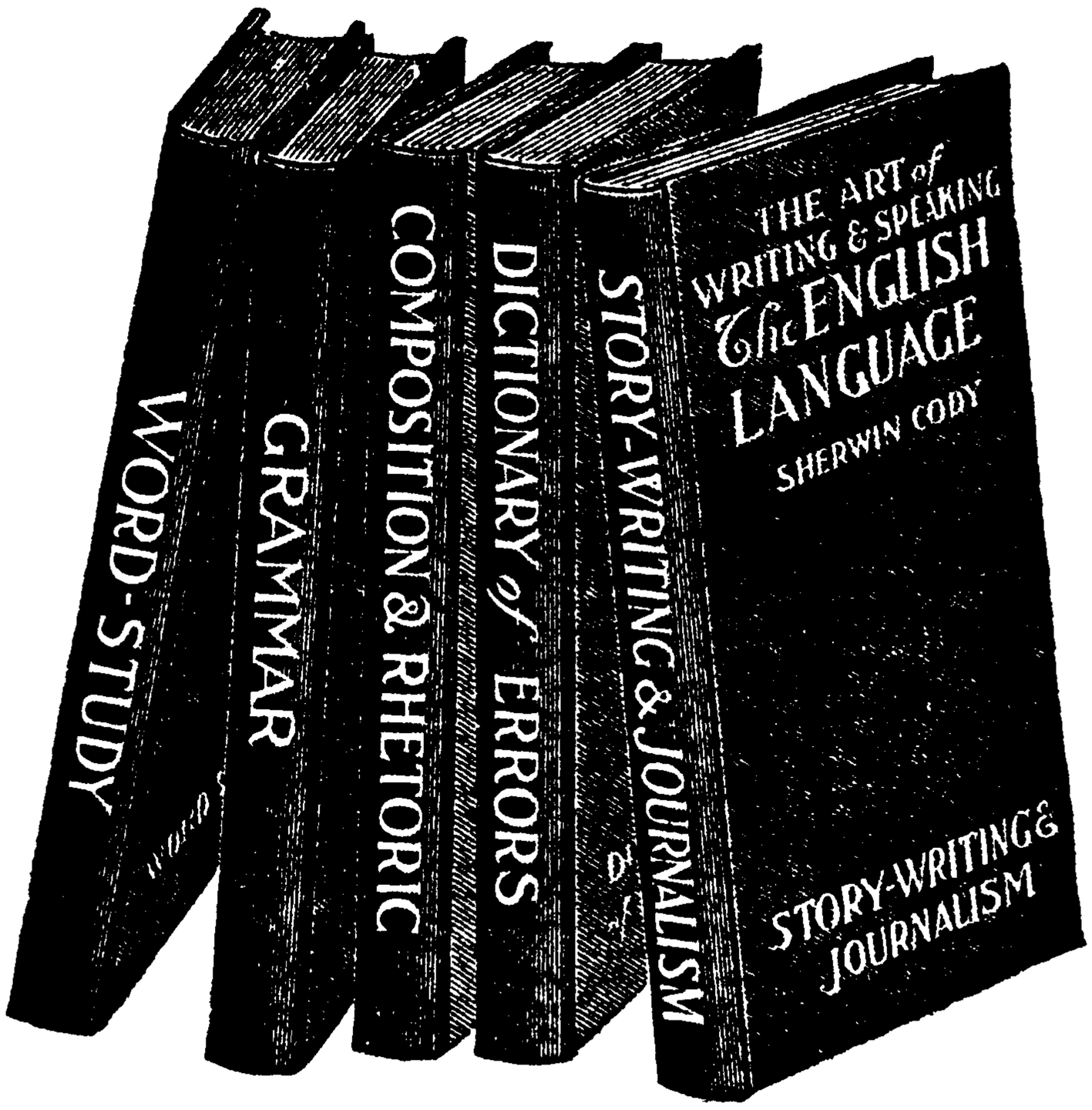
Machine Antique

8 point

Pack my Box with Five Dozen Liquor Jugs

10 point

Pack my Box with Five Dozen Liquor Jugs



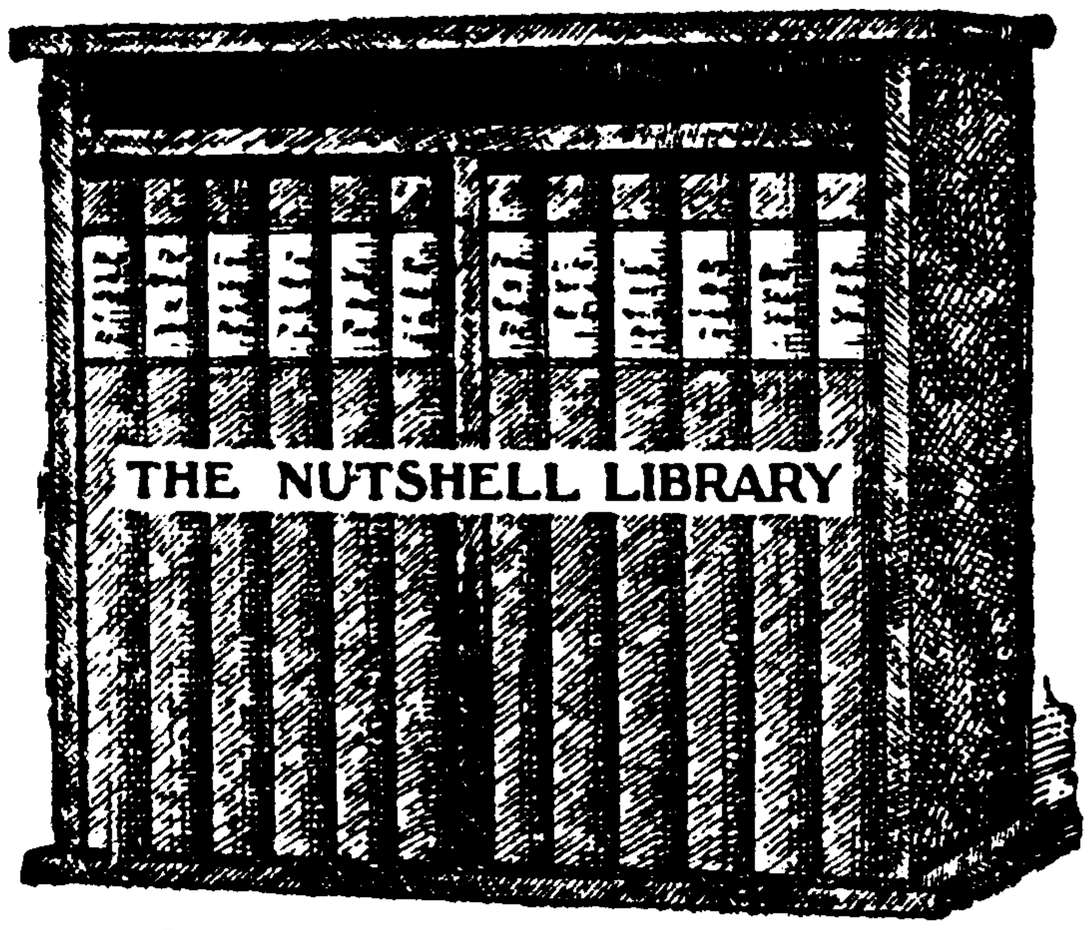
Wood Cut



Newspaper Coarse Screen Half-tone

The Old Press · New York · Greek · Chicago · Boston

Zinc Etching of Hand-Lettering by Fred Goudy



Zinc Etching of Pen Drawing

5½ point—Agate. Smallest newspaper type and standard for measuring advertisements.

6 point—Nonpariel. Regular body type for city newspapers, large face.

7 point—Minion. Second size for newspapers.

8 point—Brevier. Standard magazine face; smallest face that should be used in circulars, and should be large faced at that.

9 point—Bourgeois. Seldom used.

10 point—Long Primer. Standard book face.

11 point—Small Pica. Second book face.

12 point—Pica. Largest book face.

For samples of 5½ point, see Want advertising columns of standard newspapers.

For samples of 6 and 7 point, see reading columns of standard newspapers.

For samples of 8 point, see any standard magazine.

For samples of 10 point, see any standard bound book; my pamphlet on Paper, Printing, and Advertising is in 10 point leaded.

Count 14 agate lines to the inch; 7 words to the newspaper column (width 13 picas); 8 Words magazine column (width 15 picas).

In reckoning the space given copy will occupy, reckon 22 words to the square inch for 8 point solid, 20 Words if leaded; 19 Words to square inch 10 point solid, 17 Words if leaded.

In measuring type by the ems, in general count 4 ems to a Word. Leads are usually 2 points thick, so 8 point leaded will be as many lines as 10 point solid, but more Words in a line.

PART V

PERSONAL SALESMANSHIP

I

PERSONALITY

PRACTICALLY all business must start with personal salesmanship. The man at the head of the business must go to see people and get them to cooperate with him in some fashion to establish his business. The professional man, tho he can not ask any one directly to become his patient or client, wouldn't have any patients or clients if he did not find a way to secure their cooperation. Every person who gets a job must go to an employer and exercise the power of personality to impress the possible employer or he will never get started in life.

The power of personality is the foundation of salesmanship. Mr. J. S. Knox, in his book on Business Efficiency, says, "I heard Mr. Bryan lecture, and I said, 'He has a most striking personality.' I asked myself the question, 'What is personality?' And these thoughts came into my mind: 'He is kind, courageous, diplomatic, aggressive, honest, enthusiastic, and he seems to possess an unconquerable will.'" I do not believe that a better definition of personality could be given, nor could the manner of stating the case be more clear-cut or comprehensible.

He is kind: All the world is won by a sympathetic attitude toward our fellows, and the person who hasn't a kindly and sympathetic manner will not *win*, for in modern competition we get business almost exclusively by winning it.

He is **courageous**: No man can do anything unless he thinks he can, and above all in appealing to other people the lack of confidence makes a bad impression at the very start. Why should any one believe in what you offer when you don't believe yourself, or when you don't have the courage to show by your fighting attitude that you believe?

He is **diplomatic**: Flies are not caught with vinegar, but they are caught with molasses. Too much molasses in business is a bad thing, but the tactful approach, free from all thorny excrescences, is absolutely necessary to the man who wants to handle people with something like ease and freedom from annoyance.

He is **aggressive**: The salesman above all can not be a timid or retiring person. In this American commonwealth he must go after what he wants and go hard. Of course, in going hard, he must still be diplomatic. But energy, aggressiveness, are indispensable qualities of a successful salesman.

He is **honest**: In the old days there was a rule in law which read, "Let the buyer beware." In these days our business men have seen that the big profits come from repeat orders from those who are pleased because they have been treated honestly. Moreover, nothing wins like sincerity of manner, and sincerity of manner comes from sincerity and honesty of heart. The question is no longer a moral one but one of common-sense psychology.

He is **enthusiastic**: The chronic condition of the buyer is apathy, indifference, a condition of unawakened feelings. The salesman must light the fires of enthusiasm, and he can do this only if he has his own fire burning briskly. The book-salesman who remarked, "All I do is to go around and enthuse 'em up" was unquestionably right. His use of "enthuse" may not have been correct, but the idea back of his statement was unquestionably

right. His chief usefulness was in arousing the enthusiasm of his indifferent customers. When their enthusiasm was up they would buy anyway.

He seems to possess an unconquerable will: Business is a stiff game, a battle which may often appear discouraging. The only thing that will carry you through to victory, and carry your customer through, is your unconquerable will. It is said the Englishman in battle never knows when he is beaten. No doubt the same quality of will has made him the leader of the world's commerce. The American may surpass him by the addition of more intelligence and better methods; but he can not get along unless he, too, has the unconquerable will that fights to the finish.

Can the power of personality be developed by cultivation?

Assuredly it can. We can see how by examining each of these elements a little more in detail.

Kindness will inevitably come to those who realize that all business is service to the customer. Until we have the attitude of mind which results from understanding this, and set out in our selling to serve the public, thinking of our work as service to others rather than a selfish grabbing of something we ourselves want, we will gain no success. When we get the point of view, the attitude of mind becomes natural, almost inevitable.

Courage is more the result of knowing what we are doing than anything else. The man who knows what he is talking about, understands his goods thoroughly, and also has particularly studied the needs of the customer he sets out to serve, will soon lose his natural timidity. We are all timid about the unknown. Those who are naturally diffident will often blossom out into the most successful salesman when they have mastered the underlying factors—when they really KNOW what

they are trying to do. It may require longer for some than for others to get into a condition where they can show the proper courage, but it will come to all in time. Besides, if we set our teeth and say to ourselves, "I will!" our strength of heart will grow. It is the thing on which all success in life is built anyway, and we must cultivate it or we will end total failures.

Diplomacy may be a hard thing for some people who are naturally very direct and blunt; but directness softened down a little and restrained is often the very finest kind of diplomacy. Certain it is that diplomacy is something that can be learned.

Aggressiveness is partly a matter of the energy born in us, but, like courage, it is largely a matter also of knowing what we are about. There is such a thing as too much aggressiveness. The world is full of quiet people who like quiet manners, and the quiet-mannered persons can often succeed amazingly with the quiet-mannered class of customers. And, indeed, all of us can throw off our laziness and make ourselves work hard—we can develop the right kind of aggressiveness, and what we can't develop we can get along without by selecting for our field the less aggressive portions of the public.

Honesty, surely, is something no one should doubt his ability to master. Yet it is not only honesty but the appearance of honesty—a simple, sincere, straightforward manner, open and frank, that in its very essence produces confidence in others. But if we see that honesty really is business common sense, we can make dealing fairly a principle of business as well as a moral principle, and when we look at a thing from two points of view we always get a stronger hold on it. Few people are intentionally dishonest, but many are a little loose, a little careless, and in that way they get the reputation

of being bad people to do business with. We ought to make a serious business of being scrupulously honest. First, if we make a contract or agreement we should fulfil it exactly and completely in every detail. In addition to that, if we make an agreement that isn't quite fair to the other fellow, even if we have legal right on our side, we ought to correct it, to the point of being a little generous, if necessary. It is the best advertising we are likely to get, and others do to us very much as we do to them. Any man who gives service will get paid sooner or later if the service is right and he does not actually neglect his own interests.

Enthusiasm is contagious, just like the measles, and if we want other people to get enthusiastic over our goods or our services, we must first be chock-full of that enthusiasm ourselves. Nor should we be content with a mild enthusiasm. We want a whirlwind enthusiasm, a feeling that sweeps us on and everybody else with us. No other one thing will do so much to make us good salesmen, successful salesmen. First it will carry us over the hard preparatory work we ourselves must do, it will make us master our goods and our customers and ourselves; and then it will infect all with whom we come in contact, just sweeping them off their feet.

Unless a man can honestly be enthusiastic over what he has to sell, he ought not to be in that business. Every business should have some monopoly, some superiority over every other business in that field. When we feel that we are actually at the top, we do not have to restrain or modify our language, we can talk in superlatives and do so with real conviction. The superiority over all others may be slight; but whatever is our monopoly is what we have to sell, that is the thing we want to concentrate all our force on. Any man who can find the supreme merit in what he is selling can

easily develop enthusiasm. If you can not rouse enthusiasm, examine yourself and see if you are not convinced that somebody else has something a great deal better than what you are offering. When you realize that you are actually in the second class it is about time to quit and look for a job where you can honestly feel you are supplied with at least a few supreme merits. There may be many inferiorities, it would be impossible to be best in all respects; but if we have enough for talking-points we should throw all our force on those and in that way develop the conviction and the enthusiasm which will carry us to success.

Last of all, the unconquerable will is essential in salesmanship. Everything in life is hard, but salesmanship is especially hard, for it can be disagreeable and difficult in many different ways at the same time. No person ever became a good salesman who had not a powerful will that not only could surmount the obstacles but bring the customer to the point of decision in the closing of orders. In these days the chief work of salesmen is to close orders, since modern advertising is doing most of the missionary work. Without the will that compels, no person can be a success in selling; but most of us have will enough if we think we have. Will-power is latent in most of us. It needs to be brought out. Sometimes it is hidden under the rubbish of laziness: in such cases all we have to do is to learn to like to work (and it is something all children ought to be compelled to learn just as they learn their letters, reading, writing, and arithmetic); sometimes it is sapped by groundless fear: if we dig more deeply into our subject, go in spite of our timidity to see people till we learn by experience that they won't bite us but will listen patiently to most that we have to say, we will soon get over that groundless fear; or it may be destroyed by the feeling that our

business is not quite honest: in that case we want to get into an honest business which has a few good points of monopoly that will rouse our enthusiasm, and we will find that will-power will follow naturally and inevitably in the train of enthusiasm.

The Advantages of Having Good Clothes

The writer is personally acquainted with the sales-manager of the New England territory of a national corporation. He started as a stock-boy in a wholesale house, went from Boston to New York, and at the end of five years was let out through the closing of the New York branch. The head of the business had taken an interest in him and told him of a good job as traveling salesman with the concern with which he has ever since been connected, and he got it.

"Now," said the manager, "you want to make a success of your new job, and I am going to tell you how to do it. You have worked your way up from the farm and never in your life had a decent suit of clothes. Go over to Dunn the tailor, and have him make you an eighty-dollar suit, an eighty-dollar overcoat, and then get furnishings to match."

"That would cost two hundred dollars, and I haven't fifty dollars in the world."

"I'll tell him to give you credit."

The young man hesitated a little, but took the advice. With his tailor-made clothes in place of his baggy ready-mades he started out on the road feeling like the biggest salesman on the payroll. He got all the points he could. He knew he had to get the money as soon as possible with which to pay for those clothes, and he was determined to succeed.

He was sent to do missionary work in new territory where the firm didn't expect many orders. With his

new suit and his new overcoat and his new mind and bearing to correspond, the young man took orders which showed a selling expense of only 5 per cent., so he not only paid for himself as he went and made a profit, but did the missionary work without any cost to the house. It was a surprize to him and to all his friends, but it was the turning-point in his life. He now wears thirty-dollar suits which look as well as his eighty-dollar suit did at the first; but it was worth two hundred dollars to find out what it means to be well drest. Of course he had to keep his eighty-dollar suit prest all the time, and his shoes shined, and his linen clean. The habit once formed has stuck to him through life. Moral: the outside and the inside go together. Be sure your outside is right as well as your inside, for if one is wrong the other is bound to be, which ever way you look at it.

The Advantage of Having Good Manners

Mr. Knox, in his book, "Business Efficiency," tells of a young man who was highly recommended for a position as salesman with a very high-grade concern. He had enterprise, enthusiasm, and apparently all of the qualifications of a good salesman. The head of the business invited him to his club to lunch and talk the matter over.

The young man tucked his napkin under his chin, ate rather fast, and finished long before his host, and finally tipped his chair back and began to pick his teeth and then to clean his finger-nails with his knife.

"What sort of impression would that fellow make on one of my big customers if he should be invited out to lunch with him?" Bad manners were his one defect; but one defect is always enough to condemn any man. A chain is no stronger than its weakest link.

The Advantage of Having a Good Breath

The breath may seem a small thing, but it has probably killed more business than any one other little thing. First, a foul breath is offensive to many people. A dentist simply will have no clients if he allows himself to have a bad breath. A salesman may kill a good prospect in the same way by giving him a whiff of a bad breath.

Bad breath is due largely to lack of exercise and improper eating. Most men get enough exercise a part of the time; but when they come in from the road or have a holiday they take none at all, and a week of that is enough to give any person a bad breath. Bad breath is also due to a poor diet, a diet too rich, or what might seem a good diet which includes something that doesn't agree with that particular person. The whole subject of health is wrapt up in this one little question of breath.

Whisky makes another form of bad breath. Alcohol has many effects which need not be talked of here; but it is a fact that many men will not do business with a person who smells of whisky. Just one whiff is enough for them: business is all off. Formerly it was thought that for sociability a salesman must drink with his customers. Scientific investigation has shown that there are far more customers who do not care for that kind of sociability than who do, and now the vast majority of salesmen on the road make it a special point never to call on a customer with a breath that smells of alcohol: those who do not mind it are not repelled by a clean breath, and those who do mind it are saved from something that disgusts them.

Lastly we may mention the cigaret breath. Cigarets smoked by young people are very likely to sap the

vitality, and lack of vitality shows itself, among other ways, by foul breath. Stained finger-tips also suggest weakness to many people, who view with suspicion any person they suspect of being weak-willed. It also is likely to carry with it a nonchalant manner, which never impresses people with a sense of responsibility.

This matter of breath is taken as an illustration of all the little personal weaknesses and defects which may hinder success. Nothing is so hidden, so intimately personal, that it does not come out on a salesman.

Questions on Personality in Salesmanship

1. Define personality as an essential element in salesmanship.

2. State briefly the value and importance of each of the following personal qualities: Kindness, courage, diplomacy, aggressiveness, honesty, enthusiasm, and an unconquerable will.

3. Let us make a cold-blooded, just analysis of ourselves as to each of these points, and then consider just how each weakness or lack can be remedied.

4. Illustrate the advantages of wearing good clothes.

5. Illustrate the advantages of cultivating good manners.

6. What items are included under the general heading, "The Advantage of Having a Good Breath?"

7. Let us discuss in detail the whole personality of the good salesman, what qualities are absolutely essential, what qualities are good things to have, and what qualities may possibly be slighted, until we can draw a fair picture of the successful salesman and decide whether each of us can become a salesman worthy of the name.

II

DIFFERENT KINDS OF SALESMEN AND THEIR DUTIES

THE easiest and most general form of salesmanship is that in retail stores. Sales-persons of this kind are largely women, and women are among the most successful.

1. **Retail.** Let us see what it takes to make a good retail sales-person.

First, such a person must be neatly and cleanly drest, but never showily. Showy dress distracts attention from the goods, in women draws the gaze of impertinent men, and in all suggests vulgarity. It is strictly prohibited by the best department stores. At the same time any untidiness equally attracts attention and excites disgust in the well-drest customers.

Second, retail sales-persons must show alert attention even when weary. Even the suggestion of indifference to customers drives them away more surely than anything else.

These may be called the negative qualities. No one notices them, and in themselves they do not make success, but when they are lacking, failure is certain.

The great positive quality in a retail salesman is knowledge of the stock and a clear, simple way of explaining and describing it to the customer. First, the sales-person must know just where to put his hand on anything that may be called for. Delays in hunting for things are always seriously irritating. And then, in the second place, the customer wants expert advice and looks to the salesman to give it. That is something that a great many sales-persons do not seem to understand at

all. Mr. Knox gives a little anecdote to illustrate it. A certain sales-person was showing two pieces of cloth, one at two dollars and fifty cents a yard and the other at four dollars and fifty cents a yard. "What is the difference between these?" asked the customer who was examining them attentively. "Two dollars a yard," was the unintelligent answer. "Yes, I know that. I have studied elementary arithmetic. What I want to know is why you charge four dollars and fifty cents for one, when the other, which looks almost the same, is only two dollars and fifty cents." "I suppose because the firm needs the money," was the almost impertinent reply. It had probably not occurred to that young lady that she was expected to know just what the difference was, and explain it to the customer. In such a case the customer is either disgusted and leaves to visit another store where more intelligent clerks are employed, or buys the cheaper piece, when a little knowledge might have effected a sale at nearly double the lower price. It is not only the sales-person's duty to make a sale, but to make the largest sale possible consistent with good policy.

Mr. Sheldon, in his shorter course on salesmanship, illustrates the difference between the "order-taker" and the "salesman." A patron stepped into a clothing-store in Toledo, just before closing time and asked to see some shirts. The "order-taker," without making any effort to show his line, asked bluntly, "How much do you want to pay?" The prospective patron replied that he was not so much concerned about the price as about the shirt. After asking a few more questions the "order-taker" was finally induced to lay one sample upon the counter. Upon being asked what price it was, he answered, "A dollar." When asked if that was the best he had, he replied, "It is the best I have for a dollar." At length, persuaded that the patron might be induced

to go a little higher, he turned about, hummed a tune, snapt a tattoo accompaniment, and began an extended but determined search for another shirt. The patron waited and waited and waited. Finally the "order-taker" returned, laid another shirt before the patron, and said, "This is a pretty good shirt, but it comes half a dollar higher." The gentleman who related this incident stated that at this point he began to wonder if he really looked to be as hard up as the "order-taker" evidently thought him to be. He further stated that his only reason for finally purchasing the shirt was that necessity demanded it, and the other stores in town were by that time closed. Absolutely no effort was made by the "order-taker" to be of further service to the patron, who, had he been properly served in the first instance, would probably have purchased two shirts instead of one, together with some collars, ties, and gloves added for good measure.

That is one side. Here Mr. Sheldon states the possibilities:

"Contrast this with the young lady in a Pittsburgh store who through her personal efforts, through her friends and their friends, built up a large clientele worth many thousands of dollars to the house. She did not wait to be told, but assumed the initiative and, instead of giving the least for the money, she gave the most she could, regardless of money.

"She listed all the customers who called upon her, with name, address, and telephone number, and when possible made notes as to style and nature of the goods they bought. She kept in close touch with the buyer of her department, and closely watched the special sales of other stores. Whenever a leader was introduced or a special sales-day announced for the department, she would drop each of her customers a post-card announc-

ing the sale, inviting them to come early, and calling their attention to particular features and values. Her most intimate friends she would call up on the 'phone and tell them of certain articles she believed they would like to secure.

"Being naturally systematic and careful, she seldom made an error in her sales-slips; by making personal friends of her customers she put them under obligations to her, which in turn was reflected in their relations with the credit department. Her accuracy in detail prevented errors in the accounting division, and her all-round efficient service procured for her a $3,000 position shortly before my last visit to that store. She made values great and reduced costs. Supervision of her work was unnecessary, because she was interested in the business, and by reason of that interest she received a just share of the profits. The reason most people do not accomplish more is because they do not attempt more."

Beside that girl getting $3,000 a year, at the same counter were, doubtless, a number of others getting no more than seven or eight dollars a week, possibly less. They had as good a chance as she, indeed, precisely the same chance. The difference was entirely in the girl.

2. Wholesale. Selling to dealers is in many ways entirely different from other forms of salesmanship. The retail clerk as a rule is expected merely to take care of those who come to the store in search of some thing. Modern advertising is depended on to bring the customers to the store. The wholesale salesman must go to his customers, and so is commonly spoken of as a *traveling man.*

The life of the traveling man is a hard one, as he must be away from home a good deal of the time and so can not enjoy domesticity very much; he has to be up at all

times of the day and night to catch trains, and he must live at hotels and eat what he happens to get served to him. Unless he is physically strong and takes excellent care of himself, guarding his diet, and learning to regulate his life even when he is on the fly, he will break down and have to give up the work. For that reason traveling men have been, as a rule, pretty hardy men, and not many women have ventured into a field which requires so much physical stamina, tho no doubt women could succeed as well as many men, and some have made remarkable successes.

A traveling man "covers certain territory," that is, a certain list of towns in one or more States. These are selected usually because of their convenience to railroad connections. Sometimes a traveling man will spend one day to several weeks in a single place, and again he will make as many as six small towns in one day. All depends on his line of business. Grocery-salesmen will call on their trade every week, or at any rate once a month. Furniture-salesmen will probably call on most of their trade only once a season, that is twice a year. Toy-salesmen will call but once a year. "Routing" the salesman is an important matter, because the towns he visits must be proportioned in size to his salary, and must be linked up so that he can make money for the firm all along the route. In the mercantile agency books such as Dun's or Bradstreet's there will be found the names of all dealers arranged by towns, with a key to their business and their capital rating sufficient to show how large they are. Before a salesman goes to them the credit-man wants to be sure they will pay their bills. So it is possible to make a complete list of all the good prospects in a given territory, and get information about each that will give the salesman a clue to what he will find when he calls.

Dealers are visited by two kinds of traveling men, salesmen from jobbers and salesmen from manufacturers. The jobbers try to sell a dealer everything he wants, but not any particular line of goods as a rule. Their first object is to serve the dealer in the way he wants to be served, giving him what he asks for regardless of anything else. These salesmen are really selling the service of their house in the matter of gathering and shipping the proper goods for a retail dealer.

The salesmen of manufacturers are, on the other hand, concentrating their attention on pushing one particular brand or style of goods as a rule, as underwear, furniture, sporting-goods, etc. These may have a high-class line, or a low-priced line, or a line with some peculiarity or specialty. Not all dealers will be possible customers. Sometimes the salesman wants to get merely the one best dealer in a town and give him the exclusive right to handle that line. Again he will try to sell every dealer in town.

First of all, the traveling man tries to make friends with the dealer. Often this friendship becomes so close that large numbers of dealers will go with a certain salesman if he connects himself with another house. The personality of the salesman dominates the quality of the goods. But as business has become more thoroughly organized on a scientific basis, dealers know what they are buying, and pay less attention to personality than to merit. Other things being equal, however, they will always buy goods from the man they like best.

When a traveling man goes over a territory, he gets a certain list of friends which become his "old customers," his standbys. Many salesmen are content with that and do not reach out to add to their list. They say they haven't time. It is easier to hit the high spots and get the cream of the business, letting the poorer business

go. But the most successful concerns make salesmen go over their territory with a fine-toothed comb to get every possible customer. It usually costs the profits of six months or a year to add a new customer; but if that customer will go on buying for years to come, the later profit will make it well worth while to sacrifice a great deal to get him started.

The dealer is not interested in the absolute merits of goods, but in their power to sell. The best article on earth may remain on his shelves for years if people do not know about it and come to ask for it. Some goods fail to sell as expected even in the best stores, and the wise dealers push them off at bargain prices to get rid of them and make room for more salable merchandise. Such goods as clothing are seasonable, and winter clothing can not possibly be sold when spring comes, while the next winter the styles may have changed and nobody wants the goods on that account. There are staple lines which change little from year to year, but usually the competition on them is close and the profit small. Money is made on the fresh and changeable goods, which at the same time are more risky to carry.

Often goods do not sell because the retailer does not know how to sell them. The salesman must then become his teacher, and give him lessons of a very specific kind in getting rid of the goods which he is trying to induce him to buy.

The traveling man may receive either a salary or a commission, or both, and usually his expenses are paid. These are all figured on the basis of the "cost-to-sell" which the goods can bear. That may be 5 per cent. or it may be 10 per cent., or in the case of jobbers only 2 or 3 per cent.; but obviously if the salesman is to be counted a success he must sell enough goods in a given time and a given territory to show a profit to his em-

ployer, and his expenses must be counted with his salary or commission as a part of the "cost-to-sell." So, whether a salary or a commission is paid, it comes back practically to a percentage basis. The man who can not get within the "cost-to-sell" percentage will soon be without a position.

In wholesale selling the business for the most part already exists, somebody has it, and it is a matter for the salesman and the firm to join forces to get it away from the other fellow. In former times, this was done in part by "knocking" competitors. In modern business it has come to be an axiom that "knocking" is always and under all circumstances bad business. Under severe provocation some business concerns will attack competitors openly, and many do it on the quiet; but the most careful observers believe that it seldom gets the business for the man who makes the attack. People do not, as a rule, buy because something else is bad, but because they see the merits of the thing that is offered to them. They are suspicious of the man who "knocks." A sense of fairness makes them revolt. At the same time unimpassioned comparison of one article with another is precisely the thing that a dealer appreciates, because in his own mind he must decide between this article and that: Will it give satisfaction to his cus-

goods to play up. He must even know what the other salesmen are saying so as to offset their arguments even without making the slightest direct reference to them. It is business finesse carried to the highest point of perfection.

3. **Specialty.** The specialty-salesman has one thing and devotes himself exclusively to selling that, whether it is a gas-lighter which he sells from house to house at fifty cents each, or a typewriter which he sells for $100, or an automobile which he sells for $5,000. He sells direct to the consumer, usually makes but one sale, and so he seldom has a list of customers to which he can go again and again for orders. Such articles must have large margins of profit, anywhere from 50 to 90 per cent., and the cost to sell is the greater part of the expense of getting that article to the customer. For example, it is said that a hundred-dollar typewriter costs perhaps fifteen to eighteen dollars to manufacture, but fifty to seventy dollars to sell. It is in such cases that the salesmanship becomes most highly specialized.

Retail salesmen merely take care of those who come to the store for the definite purpose of buying something. Wholesale salesmen go to dealers who must have goods to resell, so that it is only a matter of whether they buy from this salesman or from a competitor. Specialty-salesmen go to people who do not particularly want the article, or desire it only very faintly, and they must waken desire not only for their own article but even for anything at all in that line. Fanning up desire and making people want what they never before thought of wanting is their first and biggest duty.

Some people think that it is an impertinence to try to influence people to buy what they don't want. It is a crime to make them buy what their best interests do not require; but you must face the fact that the majority

of people do not know what their best interests require, and, of course, they don't want what they do not know about. The National Cash Register Co. says to its salesmen, "You must not proceed on the theory that storekeepers usually know what their best interests are. They don't. No man always does. The majority of men are going contrary to their best interest every day. They seem to be almost wilfully blind to the things that would help them and make them better off."

For example, the Burroughs Adding-Machine Co. found that retail stores seemed to need very few adding-machines. They said they had not time to keep elaborate accounts or cost-records. Yet it would be extremely valuable to them if they could know the exact costs of every department and every line of goods, because then they could eliminate those which were losing money for them, and increase their business on those which were making them a handsome profit. The Burroughs people decided that if the storekeepers had adding-machines they could compile those very necessary figures cheaply enough so they could afford to have them. So they went out to educate retail dealers to the idea that they needed to know more completely their costs and margins, and that tho by the old method they could not afford to compile such figures, by use of an adding-machine they could do it cheaply enough to make it highly profitable. Many a man shook his head and said he knew his own business; hundreds of others listened, were convinced, and made money by the experiment. The specialty-salesman is a missionary to bring new ideas to people who have never thought of them before.

Questions on the Duties of Different Kinds of Salesmen

1. What is the easiest kind of salesmanship? Illustrate the qualities of a good retail salesman, and show how a large business may be built up even with the limited opportunities offered.

2. What is the traveling man? Describe his life. What does it mean to "cover territory?" What is the difference between salesmen from jobbers and salesmen from manufacturers? Illustrate the different kinds of selling-talk each might use. What is the meaning of "cost-to-sell," and how is the salary or commission based on that?

3. In what way is competition handled by salesmen to dealers? Why is it important to know all about it? What is done when it is known?

4. Give examples of specialty-salesmen. Describe their method of work. How do their selling-talks compare with those of wholesale salesmen? To what extent is it just to consider them nuisances? How might their work be regarded as desirable education?

III

MODERN SALES ORGANIZATION*

In the old days the salesman was simply turned out and told to get the business if he could; and if he couldn't he was discharged and some one else sent out. Some men made remarkable successes, and the firm that got the most successful men commanded the field. But another firm could come along with more money and hire away these salesmen so as to put the first firm nearly out of business. This method of doing business led to the idea that salesmen are born, not made. Success was then very largely a matter of the natural aptitude of the salesman. To-day, natural aptitude is valued as much as ever, but it is organized and trained.

The Sales-Manager

A sales-manager must be a successful salesman himself. The only really successful way of giving personal instruction in salesmanship is to go out and show the novice just how it is done, from gaining attention to closing the sale. A subscription-book house once employed as sales-manager such a person. He could go out at any time and take an order for a twenty-dollar set of books inside of an hour. Of course he knew in advance, as every good salesman should, where he could get the order and just how to go after it. He would give his samples to the student salesman, saying, "Just carry these for me." Then he would walk in with his fine clothes and stunning manner and say, "Mr. Jones,

* Read Hoyt's "Scientific Sales Management."

Congressman Burton has reserved a set of the Messages of the Presidents for you, and has asked me to call on you and inquire how you would like to have them bound.'' From such an introduction no man could get away. What he said was true, and his business was in reality to sell the binding at a good price. Often in ten minutes he had his order in his pocket, and when he was outside he pointed out to the salesman just how each step was taken. No man would undertake to plead a case in court unless he had first studied law, and then had prepared himself in advance by studying the legal points and looking up decisions. The young lawyer usually is associated with an older lawyer, who is his teacher. Just in the same way the young salesman must have an older salesman who can turn the trick, and also show him just how it is done.

A sales-organization to succeed must have a practical, successful man at its head. The merely theoretical man is bound to fail, because he can't teach others what he hasn't learned himself.

The List of Prospects

The first thing that the good sales-manager does is to get a list of all the good prospects in his territory. If he is dealing with the trade he has this compiled from Dun's or Bradstreet's. As a rule, he must check the names himself, as he alone knows precisely what kinds of firms to choose. He has a railroad map before him and studies the connections of trains. Fairly large towns that are inaccessible he may omit altogether, and very small towns that can be visited between trains he will include. The towns omitted or marked with a question indicating infrequent visiting he will put in a list by themselves to be canvassed by mail. After he has compiled his list from the books, he consults practical

salesmen who have been over the territory, if this is possible. From their personal knowledge of towns and of concerns in those towns, they help him to correct his own judgment. Then the credit man goes over the list and passes on the credit of each prospect even before any business is solicited from him. This thorough preparation of the list of possible customers in the territory is one of the most important elements of modern sales-organization. It saves an enormous waste of time to the salesman, expense in going to impossible places, and the confusion of thought incident to going into a really unknown field.

The manager of a sales-force on a specialty sold direct to consumers does the same thing. With telephone and city directories he compiles a list. This he arranges according to street numbers or office buildings, so that no time will be lost in winding back and forth. Usually directories are alphabetical by names and must be rearranged specially with reference to streets and car lines, but the rearranging is indispensable for economical work.

Even the manager of a retail store will have a well-prepared list of persons who ought to be customers but are not, usually with telephone numbers so that they can be called up. Every one of these who is turned into a regular customer may be worth from five to fifty dollars. In San Francisco there is a newsboy who has a sort of hole in a wall, but he has systematically worked up a list of customers, and these he calls up over the telephone, working on the list all day long. When he gets them he gives them the latest news about magazines and books. "*McClure's* is just out with a splendid article on ——." The customers come to depend on this voluntary news-service, and in gratitude for his thoughtfulness, hasten to his stand to buy the book or magazine

he mentions. Even with modern advertising in newspapers, retail stores should do this individual work constantly. It is the only way in which the maximum business can be obtained.

Educating the Customer

Articles valued at less than a dollar can be sold by personal canvassing only from house to house. The cost of preparatory work is too great for the possible profit to make any other system feasible. Usually five dollars, or often ten dollars, is the lowest price for a single article which will make a profit possible on more elaborate systems of soliciting.

On all staples the sale of the first order is looked on merely as the opening wedge for a steady line of business. For example, if an average family uses groceries worth five dollars a week, in a year that family would use $250, on which the profit may perhaps be only 20 per cent., or fifty dollars. All of that might be spent to get a good customer started, who in years to come would go on and give the house a clear profit of fifty dollars a year, or even half of that.

When the amount involved justifies a rather serious effort on each person, the sales-manager will first of all appeal to the advertising manager (unless he is himself also the advertising manager) to prepare a circular giving the full canvass on the article, a letter giving a short canvass, and a return card or order blank of some sort, or an inquiry blank. These he mails out to his list, often under one-cent postage. He tries both one-cent and two-cent, and adopts the method which shows the greatest return for the total money expenditure. The three items mentioned are usually necessary, the letter to give a brief idea of what the proposal is, the circular to supply full information to those whom the

letter has interested and who want more information before they place an order, and a return form to make ordering or sending an inquiry easy. The returns should as a rule be not less than 1 per cent., while 5 per cent. is considered very large and 10 per cent. enormous. As high as 85 per cent. of returns have been secured in rare instances. Usually the opening letter is followed up by attractive mailing-pieces, each containing a short, pointed canvass, from a different angle from anything that has gone before. In all cases a return-form of some sort should be attached. Ordinary tag board of heavy manila bristol or document manila is best for common and general use. Each mailing-piece should bring its percentage of returns.

The direct returns from these mailings will usually pay the cost of printing and mailing, but the number of pieces that can be sent profitably at one time will be limited to from three to ten as a rule. It will be seen that the total business that can be secured in this way will be too small to be content with unless the possible list of customers is enormous, running into the millions as in the case of Sears, Roebuck & Co.

The real object of this mailing is to educate the customer in advance for the benefit of the salesman, who should call on every customer on the list within three or four weeks at the outside. Every person who has received the letter and mailing-pieces has been educated to a certain point as a rule. Some have thrown most of the circular matter into the waste-basket, but even if only one headline or one card has been read all through it may favorably dispose the prospect to listen to the salesman when he calls. Once a firm decided to open up territory in Wisconsin, and after having prepared a good list sent out thirteen mailing-pieces of different kinds, each distinctive, each making an important point

on the goods. A young salesman followed after and took a large volume of orders. He thought the returns were due to his own cleverness, and said so frankly. So he was assigned to similar territory in Iowa, which had not been worked in advance by the mailings; but in three weeks he was called home because he was not getting business enough to pay his expenses. Armour & Co. sent salesmen out into the northwest quarter of Chicago to sell their Simon Pure lard in pails, at a price just above the market. When the dealers heard the price they refused to listen to the salesmen at all. But a list was prepared and educated by a series of letters which pointed out the advantages of cleanliness, exact weights, freshness every week, etc., and then the salesmen went again. From nearly every dealer who had received the educative matter they got an order, but still they were unable to get an order from those dealers who for one reason or another had been missed in the mailing. When a campaign was started in New York City the advertising man was sent right there to work for three or four weeks on the spot and prepare the dealers by his letters and circulars. This was regarded as the hardest field in the United States, but the salesmen got the business when they followed in the wake of the educational campaign. In the case of a bond-selling business, the direct returns were almost none, as investors are very wary of giving any one a hint that they have money; but it was found that salesmen could follow the list and get an excellent line of orders from those who had received the circular matter, tho they had given no indication of interest in it. Hundreds of other business firms throughout the United States have proved the same thing.

Managing Salesmen

Handling salesmen is very much like driving a four-in-hand team of horses. Same lag and need to be touched up, some break away from the system of the house and need to be brought back into line again, some are not thorough and do not clean up the business as they should, while others are too conscientious and therefore are so slow they do not keep their cost-to-sell down to the right figure. It is a keen, energetic man who is able to keep a force of salesmen always at their best, and a highly developed organization often requires several years to create.

While the personality of the sales-manager is an important element, modern scientific sales-methods are also indispensable for the highest results.

First, a card system should be kept where at a glance the sales-manager can see just what a man has done in a given field up to the night before. Salesmen's daily reports should be received and immediately placed within the range of the sales-manager's eye. If anything is wrong, a personal letter or telegram should go to the salesman without delay. In any case once a week, or in some cases once a month, a stimulating letter or report should go to the salesmen in such cases as those in which the salesmen can not come to the office. In personal canvassing the men will report to the office every night, and every morning will be sent out with a stimulating little talk. Traveling men on the road will often report once a week, sometimes spending every Saturday at the office to wait on customers who call, and to get in touch with what the rest of the organization is doing.

Salesmen accomplish far more, as a rule, if the gang spirit can be aroused, just as when a baseball-team or a football-team plays a game. Every sportsman knows

what team-work means, and so does every up-to-date business man. When salesmen are scattered, special methods must be used.

Every salesman who makes a hit should send in the story of just how he did it, and this personal story of a success should be sent out to all the others. Very, very seldom does a salesman lose anything by giving away his secrets, for the real secrets in such accounts remain untold because they are so intimately personal to the man himself that he simply can not tell them. The story of his success is stimulating to all, however.

The modern quota system has been widely adopted. Big salesmen on high salaries will sell many large orders and so will have a large volume of sales, and small salesmen on small salaries, in small towns, will make small sales. The quota system assigns to each salesman, on the basis of his salary or his salary and expenses taken together, a certain number of units which he should sell in a month or a week. If he sells the quota assigned him, which no one knows but himself and the sales-manager, he is ranked in the reports at 100 per cent. If he sells less than his quota, his rank may be 75 per cent. or 60 per cent. He may sell more than his quota, when he will rank at 125 per cent. or 150 per cent. The quotas are secret, but the percentages are published weekly or monthly in a bulletin. This puts all salesmen on the same basis and gives all a fair chance to make a high percentage. The competition thus created is highly stimulating, and no secrets are divulged, and no salesmen feel they have not a fair chance. Usually the small salesmen will make the best percentages at the first. Later the big salesmen, who have been loafing on their jobs a little, will wake up and show what they can do by extra exertion. This is an excellent way of keeping the team running even. Some-

times these percentage competitions are treated as a baseball-game and scores are posted on a bulletin-board, which is reproduced and sent out to all the salesmen; or the salesmen's names are put on a running-track. Prizes, usually small and unimportant, yet something to rouse the spirit of playing a game and playing it to win, are useful. Again, all the salesmen in one territory will compete against all the salesmen in another territory.

Mimeograph bulletins may easily be illustrated with interesting tho crude little pictures. In large organizations a weekly or monthly illustrated house-organ which gives all the personal news of all the salesmen, including their illnesses, their marriages, their difficulties, and their successes, as well as the news of competitions, are highly effective.

The total cost to sell each unit of goods in the case of each salesman should be carefully figured out. In scattered territory the cost to sell will be higher than in solid, compact territory; but the sales-manager must have this always before him on each salesman's report-card, and if a cost-to-sell unit is assigned to a salesman as a quota, his percentage above or below may be a useful point for public competition as well as the total amount of sales. This will help to educate the salesman on the importance of economy.

Questions on Modern Sales Organization

1. What was the old idea of salesmanship?
2. Describe the way in which the sales-manager trains young salesmen.
3. How are lists of dealer prospects prepared?
4. How are lists of consumers prepared for a specialty?
5. Illustrate the value to a retailer of getting lists of prospects to be followed up.

6. How is the first order figured in relation to ultimate profits?

7. When the amount of money will justify it, how are customers educated in advance for the visits of salesmen?

8. How much might be expected out of the direct mail-orders from this circular work?

9. Illustrate in detail what may be accomplished by the educative method.

10. What differences in salesmen must a sales-manager overcome?

11. What kinds of records of salesmen's work should a sales-manager have? How are they kept up to the mark?

12. Describe the modern quota system. How is interest kept up?

IV

THE PRINCIPLES OF SALESMANSHIP

The Five Factors

In every sale there are five factors which we must take fully into account:

1. The personality of the salesman,
2. The character and situation of the customer,
3. The goods to be sold,
4. The competition,
5. The sale.

Unless the salesman bears himself so as to command respectful attention, the customer will simply refuse to do business with him. Moreover, unless the salesman knows what he is about he will not have respectful attention.

No one can make a sale to every person, nor ought any one to make a sale to a customer unless it is for the good of the customer that such a sale be made. The condition and situation of the customer is, therefore, a vital element, as well as his attitude of mind. The salesman must inform himself of the real needs of the customer before he can even begin his work of educating the mind of that customer.

At the same time the goods must be right, and the salesman must know them.

In every sale there is some sort of competition. Either there are other goods of the same sort which the customer ought to consider, or else there is the general competition between all the other things on which money can be spent, and the goods offered. We must always

remember that there are few things without which we can not get along in this world, and nearly always there must be a decision whether it is wise to spend money on this particular thing or not.

Finally, there is the sale, on which all the art of salesmanship must be concentrated. Unless the first four factors are right, and are mastered, the art or science of salesmanship does not come into play at all. The art of salesmanship simply gives effectiveness to a combination of factors which otherwise are favorable. Selling poor goods to people who ought not to pay for them is a crime, and going out as a salesman unless you are prepared for the work is pure folly. There are plenty of opportunities, however, where the first four factors can meet in fairly good balance, and it is on such that we should now fix our attention in a study of the principles of successful salesmanship.

General Preparation for Selling

Before undertaking in any way to sell goods the wise salesman will make a very thorough preparation.

Boys and girls are best prepared for retail selling by handling stock. When the salesmen pull down bolts of goods, the stock-boys or -girls carefully roll them up and put them in place again. This seems like simple work, but it furnishes the best possible chance for them to learn the character of the goods, their differences, prices, etc. Also they can not help hearing constantly the way in which accomplished salesmen make their sales. Once a boy in a school was found to be a remarkable letter-writer, tho he had no experience. Inquiry revealed the fact that he had wrapt up bundles on the other side of a partition where he could hear the daily dictation of letters by the manager of a large concern who was noted as a good correspondent. Listen-

ing day by day, he had unconsciously imbibed the art of letter-writing. Many a stock-boy engaged in the mechanical work of putting bolts of goods back on shelves has imbibed the art of salesmanship, learned the goods, and also learned what customers are and how they act. Wholesale salesmen are usually trained as stock-boys in the same way. They take care of the stock-rooms in the wholesale house, putting the goods in order, helping the buyer order stock when it gets low, and listening to the salesmen when they come in and show some visiting customer the line. Specialty-salesmen such as book-solicitors, or salesmen of such office-appliances as cash-registers or adding-machines, must go through a special school to learn the fine points of the canvass on each special item, the difficulties that will come up and how they are to be met, and what other salesmen have found to be the best approaches and methods of closing sales in each special line.

Besides this general preparation, every salesman should inform himself very thoroughly about the competing lines of goods and the arguments of competing salesmen. These competitive facts and thoughts will be in the mind of the prospective customer whether any mention is made of them or not. The salesman will have to face a man in whose mind is the thought of those competing goods, and the argument of the other salesman. It stands to reason that success in selling can not be attained if the salesman is ignorant of just what this unmentioned mental reality is. He can not shape his canvass so as to win unless he knows against what he is fighting. Yet neglect to study competition is one of the commonest faults among American business men. Failure results again and again because of this unknown factor; yet no effort is made to find out about it or understand it.

The person who goes into any business without having served some sort of apprenticeship in that business is a fool.

Any person who, having served his apprenticeship in his business, does not thoroughly investigate the special class of customers, in the special location where he intends to conduct his business, to know that he has a reasonably rich field, is a fool.

When both of these precautions have been taken, the person who does not inform himself just what his competitors have, and just what their arguments are, is, to say the least, a negligent business man.

As a rule, there is not much lack of attention to having the best available goods to sell at right prices; but this is the fourth requisite.

Steps in Making a Sale

There are five distinct steps in making a sale.

1. **Special preparation*** for appeal to the prospect before he is approached at all.

This preparation may consist of a series of educative letters or circulars.

It may consist of getting information about him from Dun's or Bradstreet's, from directories, or best of all from neighbors. Even the house-to-house canvasser always asks the name of the person living in the next house. Solicitors for sets of books get personal introductions. Sellers of stocks and bonds get personal recommendations from one person to another, following out a regular chain of acquaintance as much as does the bank with its chain of personal identifications before cashing checks or opening accounts.

What this preparation may be is well illustrated by a

* This step was suggested by Mr. R. H. Grant, sales-manager of the National Cash Register Co., who lays great emphasis upon it.

story of the sale of a Packard truck to a wholesale grocer in New York City. This concern had many wagon-routes running all over the city. For a year and a half the salesman had been watching for a chance to get an entering wedge, for it meant a big order some time. When at last he received a card from the manager of the grocery house, saying that one of their wagon-routes had broken down and they were considering trying out an auto-truck on that one route, he was on hand even before the hour of ten which had been set the next morning, so that he should get the first interview. When he entered the manager's office and was asked what he had to say he produced a sheet on which he had tabulated the entire list of items of cost of maintaining and operating the wagon-route, and by the side of that the cost of operating the auto-truck; not an estimate, but the actual figures taken from another house to which trucks had been sold. The comparison showed a saving, and, of course, the manager was imprest. He wanted to know where the salesman got such exact information in regard to the cost of operating the wagon-route, and whether his figures were accurate or not. So he rang for the barn-boss to be called, and introduced him. But the salesman and the barn-boss had been acquainted for a year and a half and had figured out that table of costs together. The manager then called up the other house that owned the auto-truck of which the salesman had given the cost-record, and verified that cost to a penny. The salesman had seen to it that the manager of the other business knew exactly what his costs had been.

Then came the question of what sort of body should be put on the chassis. The salesman recommended a special body-maker, who was waiting outside. He was called in. What would he recommend? If the manager would step out to the stable he would show him a body

all painted up, with the old design of the house adapted to the new kind of vehicle. The superintendent of delivery was called to see what he thought of it, and it appeared that he had helped to work it out. It seemed just the thing.

With such preparation as that, the sale was made even before the salesman was called on for his arguments; and the salesmen of the competing auto-trucks who were waiting in the outer office were not even invited in to make their pleas: the order was given then and there.

The first step is to find out just what the prospect ought to have, and then make your offering so it will precisely fit the need that has been studied out, or present it in the aspect that will be most likely to suit. In these days scientific sales are made in the preparation, before the salesman even sees the prospect.

2. **Attention.** If by circularizing or otherwise you can make a prospect invite you to call on him, you obviously have his attention even before you reach him. You are doing him a favor by calling on him and you need offer no apologies. That is the best kind of attention to have.

If you go to solicit a man who is indifferent to you, the first step toward making a sale is to get his full, favorable attention.

The seller of a gas-lighter from house to house gets attention by snapping his lighter and making sparks which fascinate the eye.

The clever salesman who has prepared himself in advance so that he knows something of the problems of the prospect, gets favorable attention by asking a question which touches a vital point in the prospect's mind, something he has worried about. Such a question, in a sympathetic tone, invites a confidence, and a confidence from a prospective customer marks him as already on your side.

Besides showing something, and asking a question that is personal, there are various other ways of getting favorable attention, most of which are special with the salesman. Some salesmen get attention by their pleasing manner and dignified good breeding as shown in their carriage. Most people will stop to look at a particularly well-bred man. Others have discovered some curiosity-arousing statement which immediately challenges. Certain business men can be reached only by a bold challenge.

The good salesman seldom or never presents a card. With those he has met before he assumes an intimacy of personal acquaintance that has no need of cards. With those who are strangers he reserves himself till he can make his own impression instead of allowing a false impression to be formed from a hasty glance at a card. It is always safer to divulge as little as possible in advance of actual personal contact. A name may be given if a secretary demands it, but the name given by word of mouth is usually most efficacious. "Just say Mr. Jones would like to see him," or some such phrase has broken down a barrier of that sort. But do not even give the name unless forced to do so. A card reveals the business as a rule, and many men turn down the idea of a business or jump to conclusions about it without even giving a thought to the man. The name only demands attention to the man, so the man at least gets his chance.

In case a prospect is writing letters or talking to some one else, it is wise to keep absolutely still till complete attention can be had. If you are invited to talk away just the same, politely decline and offer to come again at some more suitable time. If necessary, say frankly, "I can't talk, Mr. Jones, to a man who is trying to do something else. I always feel I am disturbing

him, and I can't free myself from that feeling." Then ask for just five minutes in which to present your case at some future time. If the man offers it right then, go in and make the most of it.

3. **Creating desire for the thing in general.** Attention secured, the first step is to find out the state of mind of the prospect with reference to wanting anything at all in your line of business. Ten chances to one he does not know whether he wants anything like that or not. You've got to draw him out, discover his circumstances, his attitude of mind, and the value to him of having certain goods so you can begin to fan up his desire. It is useless to offer your goods to a man who thinks he does not want anything of the sort at all. The first step toward resolve to buy or even toward desire for your goods is desire for some goods of that description. If you can draw him out as to what he has already, what difficulties he has, or what opportunities he has that he is not improving, you get the customer squarely on his own ground; you start with him and not with yourself or your goods. The passion to talk about oneself is such that most young salesmen plunge at once into the subject of their goods. The first great lesson they must learn is to reserve themselves, and begin by talking about the customer and his troubles or chances, or personal situation. That is the only thing that puts a man at once into your power. It is a simple and easy thing to do if you can only hold yourself to it. When you have once got a man on his own ground you can often do your best work in fanning up his desire to have some goods like yours, even without mentioning yourself at all. Desire in general for something of that sort is the first step which the prospect takes toward you.

4. **Developing interest in your goods.** When you

know that you have a desire for something in the line of your goods, then and not till then is your prospect ready to have you explain briefly but emphatically, so he will not miss a single point, the special advantages and merits of your goods. Along with the explanation of just how your system works, or just what your goods are, should go casual mention of the most important people who have bought them, and the most convincing remarks others have made or letters they have written, by way of proof that you are telling the truth. See the fuller development of these points under Salesmanship in Letters and Advertising.

5. **Closing the sale.** To close a sale it is necessary to get a decision to buy, to secure an act of the will. If the preceding steps have been properly taken, this will be easy. And yet it has a technic of its own.

First, the important thing is to get minor decisions as you go along—first, a decision to listen to you patiently till you have finished your story; then a decision that it really would be a good thing to have something of that sort (in general); then a decision to try your goods if it can be done without risk; finally a decision to take your word as a guaranty against risk, if indeed you do not give the approval-privilege, as do most modern houses that are on the square.

Second, in order to avoid talking a person out of buying after you have talked him in, it is important to cover the whole ground briefly and then try to get your order by asking for it or acting as if you were going to ask for it, so that the prospect feels the pressure of your will. You may or you may not give the direct command to sign an order-slip. You may write the signature for the man, printing it out so there will be no mistake in the spelling, or avoid getting any signature at all by simply taking an oral order as most

wholesale men do, writing down at dictation. If the man lets you do those things, you have won his will.

Third, the wise salesman will always have a few good strong arguments in reserve so that if he fails to close the first time he can compel a favorable decision by bringing up his reserve guns and firing in a few hot shot that were not expected. That often disconcerts the prospect, who in his confusion yields to a sudden demand for an order.

A good salesman who has written admirably on the subject has said that you should always keep a prospect on the defensive. That implies that he may feel you are getting him. It is better to keep him on what may be called neutral ground, certainly never letting him put you on the defensive, and never making him feel that he must defend himself, until suddenly you unmask your batteries and watch him surrender without a murmur. But above all things don't let him get you in a corner.

Knox, in his book, "Business Efficiency," illustrates this with one question: "How soon can you get an auto like that?" "Right away," is an answer which permits the prospect to recoil, think it over, and say he will wait till next week, since there is no particular reason why he should decide then. "When do you want it?" or, "When do you have to have it?" is a return question which keeps the prospect on the defensive and makes him commit himself still further. When a prospect gets to the point of asking, "How soon can you get it?" you know he is ready to surrender if you handle him rightly; but there is many a salesman who misses his chance even then by letting himself get into a corner instead of keeping his prospect there.

The principle of never letting the prospect put you in an awkward position is illustrated by the rule that

when a customer has promised to go at a certain hour to see your goods, you should always call and take him to see them, never wait for him to come by himself. Twice out of three times he will fail you if left to himself, on some excuse or other, and you appear foolish and weak. It is foolish and dangerous to wait about for any man. Always go and get him at the hour set, right on the dot. It is as bad to get there ahead of time as behind time. Walking in just as the clock points to the minute is always very effective. The prospect glances at the clock, then at you, and remarks, "I see you are right on the dot." It pleases him and helps your cause.

You should also observe that desire for goods like yours and decision to buy them are two entirely different things. The desire comes first, but you must go specifically about producing *decision to buy* as the basis for closing the sale. Arguments on the point, "Why act now?" tend toward decision to buy. It may even be desirable to talk over a man's financial situation with him so you can help him to make up his mind whether he really should afford the thing or not. Personal help to solve personal problems is always a large part of a salesman's duty.

Questions on the Principles of Salesmanship

1. What are the five factors in a sale? Illustrate the importance of each of them.
2. What is the best general preparation for retail selling?
3. Why is it important that salesmen inform themselves about competing lines of goods?
4. Summarize the different elements of success in selling.
5. What are the five distinct steps in making a sale?

6. Illustrate the importance and value of special preparation for each sale.

7. Describe the ways in which attention may be secured.

8. Why is it necessary to create desire for the thing in general before you introduce your own special goods?

9. How do you develop interest in your own special goods?

10. What are the three leading methods of closing sales?

11. What is meant by keeping the prospect always on the defensive? How does Knox illustrate this?

12. How do you handle customers who make appointments to go to your hotel at a certain hour?

13. What is the difference between "interest in your goods" and "desire to buy?"

V

THE PRACTICAL PROCESS OF SELLING

We have studied the theory of making a sale, but the practise is often widely different from the theory, and in any case we must adapt our theory to circumstances at almost every step.

Retail Selling

A retail salesman waits on customers who come to his counter. Attention, and the best kind of attention, has been secured for him. But there is important work for him to do, and he must concentrate all his mind on that. It is to make the sale as large as possible, yet be sure the customer goes away feeling pleased with himself and the salesman.

The first step is tactfully to draw out the customer and see just what he or she does want. Usually the customer's mind is vague. A want has been felt, but little thought has been given as to how it can best be satisfied. It is the salesman's business to clarify the mind of the customer, and, perhaps for the customer's

suit will wear well for six months, he will realize that the cheapest suit in reality is the one which costs a little more money, and he will go away feeling that you, the salesman, have performed a real service in his interest even if you did get ten dollars more out of his pocket than he intended to let you have.

The next step is to make use of the opportunity to turn the mind of a customer to other articles. A grocery salesman exclaims as the customer is leaving: "We have just got in a carload of sweet, juicy Florida oranges, only 45c. a dozen. Better take some." It is a chance the customer will not like to miss. A customer is grateful to you for calling attention to anything special.

Selling to Dealers

The salesman who has a large line of goods, on which there is keen competition with other salesmen who carry similar lines, will often find it difficult even to get attention. The storekeeper is busy and does not care to take the time to talk. He may have spent so much money already he is afraid of being tempted to spend more. Perhaps business has been dull and he has made up his mind to rest on his oars till he has sold off some of his stock.

The book of instructions given to National Cash Register salesmen says, "You must not proceed on the theory that storekeepers usually know what their own best interests are. They don't. No man always does. The majority of men are going contrary to their best interests every day. They seem to be almost wilfully blind to the things that would help them and make them better off."

Walking in and saying to a dealer, "I suppose you don't want anything to-day," is the most certain method of getting the reply, "No, nothing," that can be

imagined. If, however, a salesman makes inquiries and looks around the shelves or inquires of the stock-boy what is on hand, he may say as he enters, "I see you have only three brooms left. Our Little Polly selling at 30 cents, with colored handles, will sell two to one of what you have been carrying. Couldn't you use five dozen?" Such an opening would at least challenge attention, and if an order for brooms was not forthcoming, it might open the way for something else.

The dealer is in business to make money. If you set stedfastly out to help him make money and you are successful, he will be your friend beyond any question and will give you orders on standard lines in preference to giving them to some other salesman. The first step toward success is finding a way to be of service to the prospective customer, and if you can't do it in any other way you want to draw him out and make him tell you. If you can get him to go over his stock with you, item by item, you are certain to discover some item here or there on which you can really introduce him to a profitable deal.

Holding such a customer depends on your wisdom in selling him the right things, and continuing to take an interest in what you sell him till it is gone from his floor. It is sometimes good policy to take back the goods on which you have made a mistake. Or, perhaps, you will have to devise selling-methods to enable him to make them move. The salesman who thinks his work is finished when the order is booked makes a big mistake. Success lies in the year's totals and not in single sales. The small must always be subordinated to the larger interest.

It often happens that a dealer is stocked with a certain article and says he will wait till you come around again. Three or four months later you call to find he has just

bought of some other salesman. How are you going to forestall that?

First, don't waste your first opportunity just because the dealer is stocked. Show him plainly the merits of your goods in comparison with others. Find out exactly when he will need more stock. Set the date down in your notebook. Get him, if possible, to give you an order deliverable at that future date, and hold it till the time comes. At any rate, get him to promise to see you before he places his order with any one else. When the date approaches, write him and remind him of his promise.

A dealer will often consult his sales-people, and the salesman must have their good will. A dress-shield salesman finds it useful to present a pair of shields to each of the girls behind the counters, with his compliments. Or, as he walks in, he casually places a sample of his goods beside those he finds lying on the counter, and points out to the head saleswoman the finer points of difference.

A salesman with a wholesale line will very often give all his attention to certain staples on which, perhaps, the profit is small, instead of studying over his entire line to see what new items he may introduce to old customers or what items will earn more profit for the house. It is profit the house is after, not volume of sales. A large wholesale grocery house once resolved to look into the sales its men were making. Some of the old-line men had very handsome gross sales, but on investigation it was found that they were selling such staples as sugar to a few large buyers. The more profitable specialties were slighted, and the more troublesome small customers were not visited. These salesmen had large salaries, but the small profits on their sales made them represent a loss to the house. Some of them were so wedded to

gross sales and found it so hard to pick up the loose ends and develop their business on thorough and scientific lines that they had to be displaced by younger men, who were willing to build up on correct lines.

Selling Specialties

The perfection of salesmanship is found when a person devotes himself to one thing till he is absolute master of it. Hence the specialty salesman handling, for example, a cash-register or a typewriter, a gas-lighter or a pencil-sharpener, a special brand of underwear or a special make of corset, becomes the model for the whole selling world.

The retail or wholesale salesman with a line of goods can not very well follow a set selling-talk, tho as a matter of fact he should be supplied with many selling-talks. It is the specialty salesman who must have his selling-talk thoroughly worked out before he sets out at all.

First, he goes to a selected prospect. It may be a person who has answered an advertisement or a circular letter. Or it may be a person in a house on a certain selected street. He prepares himself by finding out in advance as much as possible about the prospective customer. At any rate he inquires at the adjoining house the name of the person, so when he enters he can ask for "Mrs. Jones," or whatever the name may be.

Then he gets full and undivided attention by some special method, unless that has been secured for him in advance by advertising: Until he has that attention he refuses to begin his selling-talk. If the person is too busy to see him he tries to make another appointment. In any case, he holds himself in reserve, or uses some device or remark which will secure for him proper attention.

Before launching into the merits of his goods, he tries to get into sympathetic harmony with his prospect. The prospect is interested in his own troubles, and, of course, the salesman is interested in his, but the salesman must learn to think first of the other fellow and then of himself. In many cases, however, not only will the salesman have attention, but he will have real interest already developed in his own goods. The cases are few, however, when it is justifiable to plunge at once into the merits of your own goods. The rule should always be, the customer's personal interests first, one's own afterward!

The first consideration is presenting what you have to sell in a clear and understandable style. Samples and models are usually necessary. Pictures may sometimes be used, by preference original photographs. The explanation should be entirely free from any confusing elements. The salesman must practise over and over again till he can tell a clear, direct, condensed, simple story. Any suggestion of vagueness or haziness may prove fatal.

If a man smokes a five-cent cigar he will not be influenced by the fact that Morgan, Carnegie, Vanderbilt, Astor, and Rockefeller smoke a certain fifty-cent cigar, for he is not interested in fifty-cent cigars at all, but if he is becoming interested in a certain ten-cent cigar, and learns that these men smoke this particular brand and like it, it produces a tremendous effect on him. People are like sheep. In their class they want to go with the crowd. What happens out of their class influences them little.

Until a man thinks he himself likes your goods, after you have explained them to him fully and clearly, his decision to buy is powerfully affected by knowing what other persons of his acquaintance have decided favor-

ably, or even persons of whom he has heard, or strangers he can identify. It often happens that a new line of goods can not be sold until a start has been made. The easiest customers are taken first, especially those who are personally known to the salesman. He goes to his friends first of all. Then when he goes to strangers he can say, So-and-so has bought, or he can show original testimonial letters from them. A book salesman will often work in a town for three or four weeks without getting an order. Then one will decide in his favor, and he spreads the news of that, and others come, following like sheep, once the ice is broken. People are most influenced by those they know. Therefore strong printed testimonials from distinguished persons do not have the weight locally that local testimonials have. The specialty salesman will therefore set out first of all to get the local clergyman, school superintendent, lawyer, or business man, or the officers of certain clubs or other organizations. These are often more intellectual and independent in judgment. They know the distinguished persons who have given printed testimonials, at least they know them by reputation, and then they in turn vouch for the goods to the local people, who depend on them for wise decisions. Getting the entering wedge in this way is very often essential to making real sales.

The Primary Selling-Talk

Minds move with different rates of celerity. Some men will size up a proposal and make their decisions in three or four minutes. Others will do nothing till they have thought about the matter for an hour. Yet even the quickest decider does not care to act till he has got an idea of all sides of the subject, till he has thought about every essential point.

The primary selling-talk is a brief, vigorous, but com-

plete presentation of the whole sales argument, just as a sales-letter should be a brief but complete sales-talk, the circular a longer and fuller talk for those who wish more than is given in the letter, while the follow-up is for those whose minds must go over the subject a number of times. And even for the slow thinker, getting over the whole subject so that he sees all sides of it at the outset will help the salesman to find out where the pressure needs to be placed.

In the primary selling-talk we undertake in the briefest and most emphatic style to cover the entire subject, starting with attention secured, development of interest in goods of the general nature offered, explanation of the special merits of our goods and proof through the testimony of others, and closing of the sale. The good salesman brings the customer up to the point of giving an order. If he seems to be ready to decide, the salesman proceeds to try to take his order. If it is clear that he is not ready, the salesman carefully avoids allowing himself to be turned down, draws back, and starts on his secondary selling-talk.

The Secondary Selling-Talk

The primary selling-talk bears the same relation to the secondary selling-talk that the sales letter does to the accompanying circular. The man who is imprest with the primary selling-talk wants to know more about the matter before he makes up his mind. So the salesman simply starts again on the explanation of his goods from the very beginning. If the primary selling-talk has been a success, attention has been secured so that step does not need to be repeated. Arguments on the value to the customer of having something of that sort often are the most important thing in the secondary selling-talk. Very likely in the primary selling-talk the situa-

tion of the customer has not been canvassed very carefully, as his desire for something of this sort was assumed or the salesman was so much interested in explaining his goods that he neglected the customer's personal situation and condition of mind.

Or, possibly, the mind of the customer has not become clear on the special advantages of your goods in comparison with others. On that point he may say nothing, but the salesman who knows his competition thoroughly will guess the trouble and proceed to give an analysis of the points of difference. Usually, it is not difficult to draw a customer out if you ask him what he particularly likes about the other goods, if you do it in a spirit of entire fairness to your competitor. It never does to "knock" a competitor, but a philosophic and fair explanation of difference is seldom amiss, and often is the very thing that will decide the sale.

Finally, you may not have brought enough influence to bear on the mind of the customer to make him decide as you wish. Go over your testimonials again, even see if you do not need to get some which you find lacking. In any case, try to find out from the customer just what would influence him, and develop to the best advantage what you already have.

The secondary selling-talk is longer than the first, and should be thorough on all phases of the canvass on which the salesman knows from experience special attention is desirable. In short, it is the complete selling-talk, of which the primary selling-talk is a condensed outline.

The Tertiary Selling-Talk

reason he ought to be able to get his order. If he fails, he should take a radically different line of attack.

The tertiary selling-talk is made up of answers to objections. The prospect, if he has not turned you down flatly, may have in his mind certain stumbling-blocks which keep him from coming over. They may not be entirely clear to himself, and, first of all, it will be the duty of the salesman to draw him out and get at his objections. It is usually well to go at this head-on rather than beat about the bush. If the prospect has objections, the sooner you find out what they are the better. Then you want to meet them squarely from his point of view. Many salesmen refuse to look at things from the customer's point of view, and so fail to entertain his objections at all. It takes an effort to see things as the other fellow sees them, but success in selling rests on making the effort that is necessary and patiently trying to see just how he feels about the matter. It is your one chance to get him on your side. He may exaggerate some point, or his point may be well taken and you have to show him that he should weigh the arguments both for and against and decide on the side of the greatest weight. Some salesmen will never admit that an objection exists at all. When there is a real objection, it is far better to admit it frankly. Often the customer merely wants to make you admit that a certain objection exists. If you refuse he gets so worked up about making you see the point that he finally decides not to buy. If you admit it, so that he gets it off his mind, he is then ready to consider some of your arguments and yield to them.

It is always a mistake to argue with a customer about anything. You do not need to agree with him in everything he has to say. You can state your case sharply and clearly. But after you have done that, you should

stop. To keep on going over your case as he keeps on going over his case is always a mistake. It is far better, once you have stated your point of view, simply to change the subject or maintain a dignified silence.

A salesman who is in the field will soon learn what the standard objections are. We will refer to a few which are almost universal and will illustrate how to handle others that are particular to a given business.

Objection: "Well, I will think it over, and if you are coming around this way again in a week or two, I may decide to do something."

Answer: "Mr. Jones, you understand this subject better to-day, right now, than you will two or three weeks hence. You have all of the facts in mind. To-morrow you will inevitably have lost some, perhaps one-third, and in two or three weeks you will have naturally and inevitably forgotten two-thirds of them. That is no criticism of you: it is merely the statement of a well-established psychological principle. You couldn't help it to save your life. NOW is the time you can make a wise decision. If you have made up your mind you ought to have this thing, say so now and get the thing off your mind, so you can give your attention to other matters. If you do not have the money now, set the time when you will have it and we will make delivery then. But you ought to decide while you can do so with greatest intelligence and knowledge."

Objection: "I must consult my wife." (The same applies to any other person.)

Answer: "Your wife knows nothing whatever about this matter. If you feel that you must depend on her judgment, let us make an appointment when I can meet her, and we will go over the matter together. It is only reasonable that if she is to decide she should be placed in position to judge intelligently. At any time you

wish to make the appointment, I will keep it." [Never permit a person who knows nothing about your proposal to pass on it. You may be very sure that even if your prospective customer is himself very enthusiastic he will present your case badly. Often a salesman depends on him because he has so much influence with the person to be consulted. It must be remembered, however, that he has not been trained as a solicitor, nor has he mastered your canvass, and so he is sure to present the case just as any other beginner or amateur would. You wouldn't send out a salesman who wasn't prepared: don't send a prospective customer to do your talking for you, however much influence he may have. Go with him yourself, and then you will have his influence coupled with your own skill in presenting the case.]

Objection: "I can't afford it."

Answer: Show in detail how he can't afford not to, and argue the wisdom of looking forward to the larger considerations so as to get the greatest good in the end even if some temporary sacrifices have to be made. If necessary, go into the customer's private affairs and help him figure out just how he can get the money.

Here is the way a National Cash-Register salesman handled that objection on one occasion:

"You can not expect to run a store without losing a quarter a day as a result of mistakes in change, and twenty-five cents a day more for forgotten charges, can you?" "No."

"That is an absolute loss. You believe the Register will stop these losses and absolutely pay for itself in a short time. If you lose half a dollar a day, and there are 312 working days in a year, you lose $156 a year. In ten years your absolute loss is $1,560 at least, and yet what do I ask for my Register, which is an insurance policy against this loss of money? I do not ask

$460 for ten years with only one-sixteenth of 1 per cent. chance of loss. All I ask is $425. You have just insured your store for $46.25 a year, $462.50 for ten years. According to fire insurance statistics you have just one chance in sixteen hundred of being burned out. Think of it! Only one chance in 1,600! And yet you are not willing to take that chance, and you are right not to take it. Your loss of money through not having the register is dead certain, with no chance about it, and you can insure against that loss for less money than you have just insured against the one-in-sixteen-hundred chance of fire. As a level-headed business man you can't, under the circumstances, afford to turn my proposition down."

The Salesman's Personal Check-up

A chain is no stronger than its weakest link, and to make a good salesman you must have all the elements right. Before you start in you should check yourself over to see if you are properly prepared, and after you start you should use the check-card shown below to find out at just what point you are weak, so you may concentrate your attention on that point. Here is the sheet for the preliminary personal check-up:

Are you healthy, so you can talk with life and energy and work steadily?

Have you self-confidence, and faith in your goods as well as in yourself?

Are you thoroughly familiar with the merits of your goods?

Are you familiar with the merits and demerits of competitive goods?

Have you studied the special circumstances, character, and needs of your customers as a class?

Have you a selling-talk or plan of canvass based on the best available experience of others who have really succeeded on your special goods?

Finally, do you work hard enough?

Now when you make your canvass keep a record of each person approached on a card like the following to see at what point you are weak, so that you can concentrate on that step in your canvass:

Name of Customer	Prep. Study of Cust.	Attention secured	Cust. feels his need	Desire for your Goods	Closed

PSYCHOLOGICAL SELLING HINTS—SUGGESTION

The word "suggestion" has become popular through the use of it in connection with hypnotism. Every idea put into a man's mind tends to produce action unconsciously and immediately. Say "east" to a man and his body will unconsciously sway slightly toward the east—so slightly that only the delicate instruments of the psychological laboratory can detect the movement. In ordinary life there is a multitude of competing suggestions, and so we have come to depend on reason to

decide which we shall act on. In the case of hypnotism an artificial sleep is produced which shuts out all other influences except that of the operator, and then the slightest suggestion produces action, however absurd.

As a principle of psychology in business, suggestion is an appeal to the subjective mind that acts spontaneously and immediately, instead of to the reasoning mind through arguments. In advertising, suggestions are given most obviously by pictures. Look at a picture of a boy eating a watermelon which he seems to be enjoying, and at once your mouth waters and you want to buy a watermelon so you can eat it, too. The pictures of the Jap-a-lac girl applying the paint, the picture of the can, and the peculiar name, all tended, says Walter Dill Scott, to make him feel that he had often seen Jap-a-lac used, so that when he went to a store to buy something of this sort he imagined friends had told him it was a good thing and he had seen them using it, tho afterward he came to the conclusion he had never seen a can of Jap-a-lac except in the advertisements.

There are two distinct ways of making a sale: by argument in which you try to convince a person's reason that he ought to buy the goods (tho people are often convinced that they ought to do a thing, yet fail to do it), and by suggestion in which, for example, a woman sees herself wearing a coat, or a man sees the smooth work of a fountain pen in the hands of the salesman, or the verbal suggestion is given that the man's wife would doubtless be pleased at the appearance of a given hat.

Put a person in the way of seeing and doing and thinking about the little details and he falls into a mental

Selling to women is very largely by suggestion, and all persons are far more influenced by suggestion than they imagine for a moment.

Suggestion acts through inducing thought-currents along the habit-lines inside the brain. At a mere touch the things before known and seen produce pictures which lead to new combinations suited to present conditions. Another way to put it is to say that the imagination is touched. Let us read again the section on "Human Nature—How to Handle It," where the whole subject is illustrated in detail.

The Danger of Negative Suggestion

It is almost a national habit for salesmen to get at a thing from the negative side. "You don't want to buy a hat to-day, do you?" Answer "No," precisely what was suggested. "I thought you didn't," says the salesman. To break this habit of negative suggestion, for it is little more than a bad habit, is one of the first duties of the student of scientific selling.

"You had better take four collars, so as to have some on hand the next time," says the salesman, making positive suggestions. "Here is a $4 pair of shoes beside this $3 pair. They probably will wear enough longer to make up the difference in cost twice over." "A gray overcoat would just make that new gray suit of yours complete. Let me hold the goods up beside the suit. Wouldn't that look nobby?"

Most customers do not think for themselves, and salesmen ought to help them do their thinking. The natural thing is indifference and failure to act. When people do not know what else to do, they do nothing. It is the business of the salesman to put a multitude of little positive suggestions into their minds which will tend to produce action, and if these suggestions, with

their slight stimulus to action, follow each other in the right order and with the stimulating presence of a positive salesman behind every one, the result will inevitably be good business. The customer will really be served and he will be grateful. He will come back to the salesman who could help him think.

Avoid Excessive Familiarity

People shrink from too close contact with other human beings, perhaps repelled by the personal odor each carries about with him; or else a sense of privacy makes us feel that a too familiar slap on the back, taking hold of the coat or arm, or standing too close to the face are repellent. Never shake your finger in a man's face. Never touch him until you have come on to ground of comradeship with him. It is even better not to shake hands on meeting a man; but if the interview has been of the right sort you ought to be able to shake hands when you leave him and make it significant of the spirit of helpfulness which you have been trying to develop in your sales-talk.

In short, don't overdo anything. Cultivate an alert reserve—not the reserve of indifference but the positive reserve of self-restraint out of a sensitive consideration for the other fellow. In other words, cultivate respect for yourself and respect for him. Timidity and reticence or natural diffidence are to be overcome, but at the same time avoid the other extreme of unintelligent aggressiveness and offensive familiarity. In all things cultivate the golden mean.

Questions on the Practical Process of Selling

1. Describe the practical process of retail selling.
2. Describe the practical process of selling to dealers.
3. What argument appeals chiefly to dealers?

4. What is the secret of holding dealers once you get them?

5. When you find a dealer is stocked, how do you lay the foundation for getting his next order?

6. Why is it important to get the good-will of the retail clerks?

7. How should a salesman handle a large line of goods?

8. Why is the perfected art of salesmanship found in handling specialties?

9. What are the first steps in making a sale? How is undivided attention to be secured?

10. How is sympathetic harmony with the prospect established?

11. What is the first great element in presenting the merits of your goods?

12. In what way can reference to those who have already bought be used to best advantage? How important is it that a man know what others think of your goods?

13. What is the purpose and character of the primary selling-talk?

14. What is the purpose and method of the secondary selling-talk? How does the secondary selling-talk compare in length with the primary?

15. What is the purpose and character of the tertiary selling-talk?

16. Why is it a mistake to argue with a customer?

17. How will you answer the man who says he will think it over?

18. How will you answer the man who says he will consult his wife?

19. How will you answer the man who says he can't afford it? How does the National Cash-Register answer that objection?

20. How do you find just where your weak points are so you can remove them? Describe the personal check-up in detail.

21. What is suggestion and how does it work?

22. What are the dangers of negative suggestion?

23. Why is it desirable to avoid excessive familiarity?

MODEL SELLING-TALK FOR HOUSE-TO-HOUSE CANVASS

The following model selling-talk on the Matchless Gas-Lighter was prepared by J. O. Ball, sales-manager of the Steel Stamping Co.

Says he, "The agent can make such changes as he feels necessary, but, from my experience, I earnestly recommend that before he proceeds to sell the Matchless Gas-Lighter he should carefully memorize this selling-talk."

First, find out from the preceding house that you visit who lives next door. Then, with a lighter in your hand, approach the house, and after knocking or ringing the bell, when some one comes to the door, inquire,

"Is Mrs. Jones in?"

If Mrs. Jones herself comes to the door and replies that she is Mrs. Jones, you can proceed with the regular selling-talk. If Mrs. Jones does not come to the door, but a child comes to the door, it is usually best to say,

"I should like very much to speak to Mrs. Jones if she is not busy."

But if a woman or man comes to the door who you think would be a good prospective buyer, it is just as well to respond,

"It is not necessary for you to call Mrs. Jones, as you will do quite as well."

Then you can proceed with the regular talk as follows:

"I am demonstrating the Matchless Gas-Lighter."

As soon as you make this statement, start to snapping the lighter and demonstrating it to the customer. Do not have the lighter in a box and stop to take it out, as this delays the sale and gives the prospective customer time to think of objections, and you do not attract attention to your article quickly enough. But if you have the lighter handy and begin snapping it immediately, she naturally watches the spark, and you have covered successfully the first point in the sale, attracting attention. If you continue to snap the lighter, the customer will see exactly how it is done and how simple it is. Besides, you will find that many women will be just a little startled the first time or two the lighter is snapt and will jump slightly. If you continue to snap it rapidly twenty or thirty times while you are talking, they will soon get used to it. As soon as you have made the statement that you are demonstrating the Matchless Gas-Lighter, proceed with your selling-talk as follows:

"The Matchless Gas-Lighter will save your time. It is instantaneous, and you do not have to strike matches on the wall, stove, or woodwork. Neither do you need to have any unsightly sandpaper around.

"It is cleaner than matches, and does away with all dirty burnt matches around the stove. No doubt you oftentimes wished that you could eliminate all dirty matches around the stove, and the Matchless Gas-Lighter does that for you.

"You will also find that the Matchless Gas-Lighter is much more convenient than matches. You can pick up the lighter and light the gas quicker and more easily than you could pick up a match and strike it and then light the gas.

"The Matchless Gas-Lighter is much safer than matches. Fires are often caused by matches when they

become overheated on a gas-stove. You have no doubt had this happen, where the whole box would ignite, and sometimes women are very severely burned when a whole box of matches catches fire. Mice often chew matches and start fires. Pieces of matches often fly off and burn the hands or face. You will not have any of these dangers with the Matchless Gas-Lighter.''

At this point in the sale it is well to hold the Matchless Gas-Lighter close to the hand and spark it several times to show that it will not burn.

After covering these four steps in your selling-talk, you should create a desire for possession in the mind of the customer. You are now ready to create a decision to buy. A decision to buy is a mental process, and to arrive at a decision it is necessary to consider the price and to weigh the desirability of the article against the price in order to decide to buy. Therefore at this step of the sale it is time to introduce the selling price of the gas-lighter.

It is done by first showing the saving of the gas-lighter and how much cheaper it is to use the gas-lighter than to use matches. After making the statement about eliminating the dangers of matches through using the lighter, you can then proceed as follows:

''You can save money by using the Matchless Gas-Lighter, as it is cheaper than matches. One spark point will supply over 3,000 lights. Then a new spark point can be put in, as the lighter will last indefinitely. New spark points are sold 3 for 10 cents. This makes over 12,000 lights for 60 cents, including the price of the lighter, which is 50 cents. In the ordinary box of matches for 5 cents there are supposed to be 500 matches. They usually run about 450. At this rate, then, you will pay $1.30 for 12,000 matches. The spark points for the lighter, therefore, cost less than one-tenth as much as

matches. If you buy the lighter for 50 cents and three extra points for 10 cents, you will have a total investment of 60 cents and will get 12,000 lights, and 12,000 matches cost $1.30. You will, therefore, save 70 cents and have the lighter besides. You can secure extra spark points 3 for 10 cents by writing the manufacturers, and the spark points will cost just one-tenth as much as you formerly paid for matches."

At this point you should get a decision to buy, but many people decide to buy something and do not resolve to buy it right away. In order to get a resolution to buy at this time and get the money, it is often necessary to review briefly the various selling points of the lighter and then to suggest buying now. The following conclusion to the model selling-talk is, therefore, suggested to get a resolution to buy at this time:

"The Matchless Gas-Lighter will, therefore, save you money, and besides it will (1) save your time; (2) will make your kitchen and gas-stove cleaner through not having a lot of burnt matches around; (3) it will be more convenient than matches; and (4) it will be very much safer and eliminate all danger of burning yourself as well as the danger of fire from matches. I have sold several in this neighborhood to-day, and do not expect to be around this way again, so if you desire the lighter I will leave one with you."

At this point you should offer the lighter to the customer. If you do not succeed in making the sale, many of our agents offer as a little inducement one envelop containing three extra spark points with the lighter for 50 cents. Some of our most successful agents make this offer, and it often makes the sale.

If you get along as far with the selling-talk as outlined, and you offer the light to the customer at the conclusion, I believe that you will find, in the majority of

cases, the customer will give you the money and you will be enabled to effect the sale immediately.

If for any reason the customer has not the money at the time and requests you to call later, the chances are that she has decided to buy the lighter, and it is usually advisable to make an arrangement at a mutually convenient time later on in the day, or perhaps the following day, to call and deliver the lighter and collect the money.

Questions

1. What preparation for this sale is made?
2. How is attention attracted?
3. What general arguments are used to induce a desire for something better than matches?
4. What special arguments are used to develop interest in the Matchless Gas-Lighter?
5. How is the sale closed?

If possible, procure a Matchless Gas-Lighter by writing to the Steel Stamping Company, 143 West Austin Avenue, Chicago, and after memorizing this talk, give it before the class.

Special Assignment

Take some article with which you are familiar or about which you can learn fully, and prepare a selling-talk complete in all its parts, yet sufficiently brief.

Carefully figure how much time an agent can afford to give to making a sale, yet earn enough money to pay. First, consider the value of his time apart from this special work, and then see how fast he must work during the day to earn that money.

COMPLETE CANVASS TO SELL THIS BOOK*

Canvass for the Business Manager—Preparation

FIRST, be sure he is paying attention to you. If several persons are standing around, waiting to see him, gracefully step aside till they can be attended to. If the man's mind seems engrossed with letters he is reading, or a telegram he has just received, or something that appears to worry him, don't spoil your chance by going blindly ahead. Quietly and patiently wait until you can have his full attention. If he tells you to go ahead with what you have to say, excuse yourself and say you prefer to wait. If necessary, insist on calling another day.

All that is usually necessary to secure attention is simply to wait patiently until you have it. When you can command yourself by self-restraint, you put yourself in command of the situation and of your prospect.

When, at last, you have his undivided attention, what shall you say first?

Certainly nothing about the book. His thought is on how to make more money. Start just where his thought already is—on how he can make more money.

"If all your correspondents, department managers, stenographers, and clerks could learn to write correct and effective letters, wouldn't they be worth at least 25 per cent. more to you?"

Perhaps at this point the business man will express himself quite vigorously about the letters, etc., which his clerks write, and perhaps he will say nothing at all. If he talks, let him talk until he has finished, but don't be led astray by him. Stick to your line.

"The new, scientific methods of putting 'pull' into

* The testimonials in this canvass are all genuine and the names real.

letters, circulars, and advertisements have actually been taught, in a large number of cases, so that the returns on letters were increased 10, 50, even 150 per cent. or more. I should like to show you copies of a few personal letters containing simple records of FACTS, that you may see what others have done."

The following genuine letters should be carefully copied off, each letter on a separate sheet of fine, white bond paper. At the top place the word "COPY." As each letter is handed out, the solicitor should rapidly tell what happened in that instance, as, "Mr. Estep, the writer of this series of three letters, was a young man in the position of assistant manager, writing beautifully correct letters, all very neat and impressive; but putting PULL into them increased the business they got nearly 50 per cent.—half as much again actual cash business with the same identical expenditure on postage, clerk-hire, and brain-effort on the part of the writer. That 50 per cent. was clear profit—net gain."

Develop a similar talk on each of the other letters and give the talk as you hand out the letters. Watch to see that your talk does not take more time than is required to read the letter.

These personal letters were written to Mr. Cody concerning his correspondence course and private instruction cards for business men, now incorporated in this book.

50 Per Cent. More Business From Inquiries

From Assistant Manager R. D. Nuttall Co., Pittsburgh, Associate Firm of Westinghouse Combination, Largest and Oldest Manufacturers of Machinery-Gears in the Country

Mr. Sherwin Cody,
Chicago, Ill.

Dear Sir: I am enclosing a second lot of letters for your inspection and criticism, and I also send you again the first bunch I submitted, in case you desire to make a comparison.

I have succeeded in having our quotation form changed and have added the guaranty on the back as a "talking-point" in my letters. Results are what show improvement. During the sixty days prior to beginning your course I received exactly 25 per cent. of orders where I made quotations and in the next sixty days the percentage had advanced to 36. Out of 487 quotations, 176 orders resulted. This is considered a very good average in this business, and there is no question that the improvement has been brought about by adopting your ideas gained from the card lessons. You may put me down as being very well satisfied.

L. H. ESTEP,
Assistant Manager.

Five Months Later—75 Per Cent. of Replies to a Circular Letter

Dear Sir: You may be interested in having a copy of a circular letter which is bringing 75 per cent. of replies.

More than half of these replies have been most encouraging, and such are followed up by specially dictated letters, suiting each case, which have brought us information we need in order to make a proposition.

We have already, as a result of less than 300 original circulars, booked some actual orders, and are in communication with a surprizing number of mills with which it is fair to assume we will do business, and which we will add to our list of permanent customers.

L. H. ESTEP.

Two Years Later—Mr. Cody's Searching Questions

"Questions you have put up to me have required study and investigation which have revealed unfavorable conditions accounting for some of our troubles—have located them and put us in position to remedy them.

"If a man doesn't at least know all the details of his own business before he goes very far with you, he isn't getting all the value he can for his money, for, as I said once before, you can ask questions about a business I have been in for nine years that I can't answer, and you have started investigations here in many lines that even you probably never contemplated."

L. H. ESTEP.

Rewording Letters Brings Over $4,698 Additional Business

329 Arsenal Ave., Indianapolis, Ind.

Mr. Sherwin Cody,
1411 Security Bldg., Chicago, Ill.

Now, last year out of my 90 to 120 inquiries I could get only $2,000 to $3,000 worth of business, and from 25 to 35 orders.

With your help, I got 43 orders out of 71 inquiries and $4,852 worth of business, and out of the 46 inquiries I got 28 orders amounting to $2,846.

I want to dig down into that lock-box matter again, and I believe we can make it even more effective.

Yours very cordially,
H. GARD,
Adv. Mgr. Combination of Five Companies.

Note.—In this case conditions were the same as they had been for some years past, or more unfavorable, as the hard times had cut down the inquiries to about half. Yet a total of 117 inquiries were made to yield $7,698, as against not to exceed $3,000 from 120 inquiries. THE REWORDING OF A FEW LETTERS MEANT $4,698 worth of business in excess of what had ever before been received.

Jap Gets 229 $15 Orders Out of 350 Circular Letters

Yamato Co., New York.

Dear Mr. Cody: I sent out the enclosed letter to 350 names selected from our best customers, enclosing a stamped post-card. Out of this 350 I received 267 post-cards. Of these 267 people only 38 returned the goods. The offer covered a stock of table-covers we could not move, and for which we asked $15. This is the best return I have got in these past ten months.

Yours truly,
MOCK JOYA.

Note.—This little Jap knew little or nothing of advertising or even of American business methods when he

began to study with Mr. Cody. His conservative uncle would not even print a small circular. The letter followed a suggestion of Mr. Cody's that the best way to sell Japanese goods was to tell a fairy story in regard to the manufacture, or in explanation of the designs. It was a well-devised story of this kind that brought this record return—about $10 for every circular letter mailed.

From Former Advertising Manager of One of the Largest Department Stores in the World—Name on Request

Mr. M. L. Heminway,
Sales Manager, Charles A. Eaton Co.,
Brockton, Mass.

Dear Sir: I am glad to endorse again Sherwin Cody's System of Letter-Writing. You ask in what ways the course is beneficial. It is as if a father took his son aside and put him next to the game. Cody is a practical business man, and has dealt so long with practical men that his writings get right down to brass tacks. If you were going to start a new salesman in your business, you could take him aside and tell him in an informal way lots of things you probably wouldn't write out. You tell him how to go easy with the old man there, and how to keep from stepping on the toes of this other man. You tell him some of the mistakes that have been made and what you learned by them. In short, you give him *standpoint*. Now, this is what Cody does more than any other writer I ever read—he gives you standpoint. Altho I pass for a capable letter-writer, I take my hat off to Cody.

Yours truly,

——— ————————,
Adv. Manager.

Note.—In reply to a letter asking the question, "To

what extent have you found Sherwin Cody's course beneficial, and in what way?'' Employees of above firm have bought hundreds of Mr. Cody's books and courses.

THE CHICAGO ASSOCIATION OF COMMERCE

Mr. Sherwin Cody,
1411 Security Building,
Chicago, Ill.

Dear Mr. Cody: I am quite familiar with your works, and honestly I do not believe there are any other publications in the field that can begin to compare with yours along the line of plain, simple English composition—how to make people talk in a straightforward way on paper.

There is no doubt in my mind but that the average business letter is of a very low standard, and certainly you deserve much credit for the masterly manner in which you have gone about teaching higher education—particularly in business correspondence.

I shall be very glad to aid you in any way and at any time that I may be of service. Sincerely yours,

WALTER D. MOODY,
(At the time of writing) General Manager.

Primary Selling-Talk for the Business Manager

Book agents who are skilful make it a point never to carry a book in their hands. Either they have a servant following in the rear to carry the book, or the book is concealed in a large inside pocket. It is much more effective to come in and sit down with nothing but your hat in your hand, or some ordinary thing like that. Coming with nothing in your hands helps to get attention in the first place, and sitting with nothing in your hands helps to pique curiosity. Traveling salesmen calling on a new prospect who does not know them,

leave the sample case on the floor outside the door, or in a corner.

In case of the canvass on the book "How to Deal with Human Nature in Business," it is important to keep everything out of sight till needed. You draw the letters from a stout manila envelop (if possible one of dark color that will not soon look soiled), which you take from an inside pocket or handbag. Not until the letters are all read do you produce the book itself from a handbag or a special inside pocket, taking it out without attracting attention, while the eyes of the man are on the last letter.

You are now ready to give your primary canvass on the book.

"In that book, Mr. Smith, has been reprinted Mr. Cody's correspondence course on 'How to Deal with Human Nature in Business,' which, sold at $10 to $90, drew forth the letters which you have just read."

Don't hand the book to the business man, tho he will probably at once reach for it, and it will require some aplomb on your part to refrain from letting him take it into his hands, and begin turning the pages over at random. If he begins to do that, however, you have lost control of the situation and will find that you are all at sea, not knowing what his mind is fixt on—whether on what you are saying, or on something entirely different, which he happens to have found in the book. The way to do when he reaches for the book is to rise gracefully, as if you didn't see him, and place your chair beside his, so you can turn over the pages of the book and show him the good things, which you find quickly through having committed the pages to memory.

While you are rising and taking your new position beside the man, you say:

"Mr. Cody's method is nothing but common sense

applied to dealing with human nature in business, and using the English language in a direct and forceful style."

Turn to page 75.

"For instance, Mr. Cody starts out by saying, 'Don't begin all your letters in the same well-worn, stereotyped fashion,' with 'esteemed favor,' and 'honor to inform,' and all that. You wouldn't talk like that. Don't write like that.

"You know perfectly well how stiff all that jargon makes business letters, and if you could clean out of your correspondence every stereotyped phrase you would simply DELIGHT your customers by your natural and straightforward simplicity.

"You see, the author of this book gives letter after letter, written in the easy, conversational style he advocates.

"Here, on page 82, you see his attitude toward colloquialisms and slang. Homely conversational expressions, you know, are the very life of business letters, tho slang touched with vulgarity is always offensive. You never saw a book on correspondence before which drew the line so naturally, so sensibly, so 'common-sensibly,' if I may use the expression.

"But Mr. Cody gets right down to brass tacks and shows you what is bad and what is good. For example, here, on page 91, you find a poor answer to an inquiry, and just below there are notes telling what's the matter at every point. Then you have the right answer properly written, with reasons why following.

"On page 104 Mr. Cody gives his System for Handling Correspondence—tells how you can write one hundred masterly letters a day instead of three or four masterpieces and ninety-seven commonplace letters. By this system Mr. Cody says his stenographer has answered

three-fourths of all his correspondence, entirely in his language, and in his VERY BEST LANGUAGE, that has been carefully corrected and revised many times. He says she can beat him as a correspondent, ten to one, by using this system.''

Turn over to page 127.

''But the great thing in getting business is knowing how to deal with human nature.

''Do your letters all seem to run about the same length? The first step toward skilful handling of correspondence is writing a long letter when a long letter is needed, and a short letter when a short letter is needed.

''Here, you see, is a section on 'How to Write a Letter That Will Get Attention' (page 128), 'How to Write a Letter That Will Develop Interest' (page 132), 'How to Write a Letter That Will Compel an Answer,' and then a series on handling different kinds of customers (page 140), 'The Reasonable Customer' (page 140), 'The Irritable Customer' (page 144), 'How to Do Business With a Woman' (page 147), 'How to Write to a Lady on a Delicate Matter,' and so on. (Don't show any more titles, for they will probably produce a lessening interest—an anti-climax.)

''A sales letter ought to be constructed on a regular system if it is to get business. Here (on page 193) you will find the system in a nutshell which enabled Nuttall, and the post-offiee fixture man, and the little Jap to get business—here you see the points, 'creating desire,' 'showing how your plan works,' etc. And here at the bottom of page 194 is Mr. Cody's first successful pulling letter. This letter that wasn't successful probably looks pretty good to you, but it is this letter down here that did the business.

''And here you have letter after letter that actually pulled the business—there is nothing like showing a

man just how somebody else did it—really did it in real life, not in theory.''

(Turn pages rapidly and call attention to numerous letters.)

Very likely your business man will say, "I'll take that book. How much is it?''

You promptly reply, "Mr. Smith, I'm not trying to sell you that book. I'd be glad to give it to you.

"What I want is an introduction to your correspondents and stenographers, every one of whom ought to have a copy of this book.''

Of course, you expect to sell him a copy, but you will not lose your sale by talking about giving it to him, and in that way you avoid being dismissed with the simple sale of one book to be passed around the office, out of which, as a matter of fact, employees would get little or nothing.

Practise on giving this talk in your own words, but following closely in the book the pages indicated, till you can get it off with smoothness and self-command—in short, until you feel somebody actually yielding to your persuasion.

Secondary Selling-Talk for the Business-Manager

A man who would listen to the primary talk to the end, if he were a business man who had replied favorably to a letter on the subject of this book, would be pretty sure to give one order for one copy of the book.

The profit on the sale of one copy, under these circumstances, would not be sufficient, however, and getting an opportunity to sell a number of copies to different employees of the office might be a more difficult matter, even after success up to this point has resulted.

At the same time, the solicitor might not be given a

chance to complete his sales-talk as outlined in the preceding lesson. We will first take up the objections that might be offered in such a way as to prevent the giving of the regular sales-talk:

"You'd better see the advertising manager. I have no time to read books of any kind. See that pile of books up there? I haven't read one of them, tho I bought them and paid for them. What is the use in buying a book if you know in advance you can't read it?"

Reply: "Mr. Smith, you read your newspaper every day—why? Because it contains something of vital interest to you—possibly market reports.

"The most vital thing in your business is knowing how to make your customers buy your goods, and getting them sold at the smallest possible cost.

"You are the one man in the world who knows your business down to the ground, and the one man in the world who ought to know your customers and their needs down to the ground.

"In this book is the secret of getting what you know about your goods into the minds of the customers whose natures you understand—in the cheapest possible way—a scientific way.

"The President of the Northern Egg Company says that he values his time at $30 an hour, and he spent fifteen hours in reading part of that book. The very next day he applied one suggestion to persuading a customer to accept a carload of eggs which, for an unfair reason, had been refused; and what he saved on that one transaction more than repaid him for those fifteen hours of his time at $30 an hour.

"You can put that book in your pocket and read only a page or two at a time while you are coming and going between your house and your office, and if you get

only one useful suggestion on this immensely important matter, it will repay you many times over for the cost of the book and the value of your time."

Objection: "Go and talk with the advertising manager. I haven't time to bother with any of those matters."

Reply: "Mr. Smith, selling your goods is the most important and the most expensive item in your business. Success in doing that depends on knowing that you offer what nobody else on earth is offering, and in knowing just how the minds of your customers will best receive that knowledge.

"You are the one man in this business who really knows both of those things, and you couldn't spend your time to better advantage than in finding out just how those two things can be brought together. If you can write one letter about your goods that will just suit the minds of your customers, your advertising manager and your correspondents can work that one letter over a thousand times. One good phrase, one good sales idea, may be worth thousands of dollars to you.

"This late scientific book has actually helped many other busy business men like you to think out new selling-ideas that have been worth thousands to them. You are the man who really ought, first of all, to get to the bottom of this book. It is you who can profit far more than any other one person in your entire establishment."

Objection: "These ideas may be all right for some businesses, but ours is different from any other business, and I don't see how we could do any of these things. We are not a mail-order house, and we don't want to be."

Reply: "Mr. Smith, it is quite true that your business is different from all others, and in just so far as

it is different do you have a chance to build up a great success—build up a monopoly.

"But you must not forget that there is your business on the one side, and there is human nature on the other. Human nature is much the same all over the world. Mr. Cody found his principles of dealing with human nature applied in Italy, and his book has been translated into Italian; he found they applied in France, and his book has been translated into French under the editorial direction of the Inspector General of Technical Education of the French government; and they applied in Germany, and a German version has been made.

"You know your business a thousand times better than the author of this book; but, ten to one, he knows the art of dealing with human nature in written salesmanship many times better than you. If to your knowledge of your special business you can add his special knowledge of the art of using words so as to make people do things, you should be twice as successful as you are to-day. This book is a scientific treatise on How to Deal with Human Nature, and that means your customers, which, as human beings, are very much like other customers.

"This is not a book on the mail-order business in any sense of the word. It is a work on written salesmanship—that is, advertising from the salesmanship point of view, however and wherever it may be applied."

Tertiary Selling-Talk for the Business-Manager

We will suppose that the first talk is successful, and the business man says: "All right, I will buy one copy and put it where all members of the office force can get at it."

Reply: "Pardon me, but it is not only a matter of having a good idea, but of getting that idea into the

heads of the persons who ought to use it. That is a special psychological problem.

"Put that book in your library, where all your clerks can go and read it if they want to, and you may set it down right now that they never will look at it.

"I want the privilege of educating them one at a time on the great importance of owning this book and studying it.

"You are the one to profit most—your business will get the first returns of applying these ideas to your correspondence, the daily salesmanship of your office force. You ought to pay half the cost of each book. But each correspondent or stenographer ought to pay the other half, that you may be sure he or she will take proper interest in the book and study it.

"Will you give me a chance to talk to each one individually? And will you pay half if I succeed in getting him or her to pay the other half?"

The sharp, quick, sudden way you put this question will have a great deal to do with getting a favorable answer. If you are half-hearted, hesitating, or speaking in too low a voice, you may almost know in advance that you will get a negative answer.

If you can get a favorable expression of opinion about the book which you can repeat to the subordinates, that will help you not a little. This you can give by saying, "Mr. Smith says," etc., quoting just the tersest phrase in his remark. You should be sharply on the watch for any strong phrase or original remark that might help you, which you can remember and write down the moment you are free. A strong phrase in a letter is still better, but you are much more likely to pick up a chance remark that may be very influential.

Should you need additional arguments to induce the

head of the business to help you interest the office force, you may make use of the following:

"The office force might become a powerful sales agency, but usually it only handles the routine inquiries that come in, in a routine way.

"The salesman might get an order in half the time now required if the customer had been properly educated by letter on the more important points he was going to present.

"The advertising man spends hundreds of dollars to bring inquiries, but the returns in dividends depend on what you get out of these inquiries, not only this year, but next year, and the year after. The warm, personal interest in these customers which you personally can not show, your correspondents could infuse into every letter they write, if they only knew how, and that would mean just as much business as the warm, personal interest which the salesmen show when they call on customers.

"When a good customer sends in his orders regularly, you just let him alone. You save your best bargains and special offers for the customer who is hard to get; you give your favors to the irritable customer who kicks. Intelligent attention to each one of your best old customers probably would get you more business than any other single thing you could do.

"A girl in a department store in Pittsburgh, Mr. Sheldon tells us, worked up such a business over her counter through telephoning or writing every one of her old customers whenever she heard of a special bargain or good offer that she was actually getting $3,000 a year salary, while the other girls beside her were getting $4 to $7 a week. She did it by giving special attention to old customers, and letting them have first news of all the best bargains.

"Then here is another thing: Your high-priced man-

agers are answering hundreds of routine simple letters that your stenographers might answer just as well or better. Mr. Cody in this book tells you just how he handles a large correspondence, every letter in his own words and in his best style, yet written by his stenographer without his direct knowledge, and signed with his name tho he never sees the letter or its answer. This is done by the Form Paragraph System, which is utterly valueless unless the stenographer knows what a good letter is when she sees one, even if she can't write one. This book will help her to get an idea of what will pull business for you, and soon she will be able to take just as good care of simple letters as a correspondent whose time is worth double.

"Writing letters from the office is usually blind work, because the office people never see the customers, and do not know what they want, or even what they are like. If this book will stir up even one of your employees to study your customers, the human nature from which you must get business, that increased knowledge of the persons you are writing to will be worth more than the cost of the book. This is a book on How to Deal With Human Nature, How to Use Words so as to Make People Do Things, and that is what those who sit all day in an office need most to know."

Not all of these arguments can probably be used with any one man, but the good solicitor will have plenty of arguments in store to draw on in case of need. The reserve is usually exceedingly important, the thing that turns the tide in many a battle.

Primary Selling-Talk for the Employee

After you have learned the selling-talk for the manager, it will be very hard to change your line of argument suddenly so as to adapt your appeal to the em-

ployee, but that is what you must do if you are to make sales.

The manager is interested in increasing his business, and the employee in increasing his salary. The employee will not spend his own money, nor give time outside of business hours, for the purpose of increasing the income of the manager. You must get that clearly in mind.

What he will spend money for is to increase his own salary and if increasing the income for the manager will result in his getting more salary, then there is a chance of interesting him to purchase.

In an office there are two classes of employees—department managers who write letters, and stenographers who take down those letters from dictation. The man who is writing letters can appreciate the fine points of human appeal, the arrangement, the emphasis, and the force. The stenographer who has never written letters at all could not possibly be interested in any of these fine points—the argument would need to be entirely on the value and importance of rising out of the class of the mere stenographer into that of the correspondent, with at least $5 a week more salary.

We will take up first the canvass for the department manager or correspondent on the same book that we have solicited the general manager upon. Here is a canvass that might be given (the book, of course, concealed):

"Did you ever hear the story of the young man who is now the advertising manager of the Royal Tailors, who at the age of twenty-three was getting a salary of $12,000 a year?

"He went to Chicago at the age of sixteen and got a job with the *System Magazine* at $12 a week. Mr. Shaw promised him a raise to $15 a week if he would write a

sales-letter that would pull $15 to 1,000 form-letters mailed. After working about a month he succeeded.

"Three years later he had his salary advanced to $2,500 a year and got a better offer outside. Mr. Shaw persuaded him to stay at $2,500 with the promise of a commission on all sales of 2 per cent., the $2,500 to be covered first, and then any additional commission earned to be added to his pay. That year he rolled up nearly $400,000 worth of business, almost exclusively by letter, and his commissions totaled nearly $8,000.

"That merely indicates what it means to be able to Write Letters and Advertisements that Pull. It's the great scientific business game to-day, and the young man who can master it can command almost any salary he may name.

"Just read that letter from a young Jap, who wās employed in the store of a conservative old uncle in New York, who would hardly spend the money to print a simple circular. At last he persuaded him to mail out 350 form-letters to as many old customers, offering a $15 table-cover on which the house was stuck. You see what results he got, and you can very well imagine how the old man was converted to advertising.

"Here is another copy of a letter from a correspondent with the post-office fixture trust. He was getting $25 a week. After he got that great increase in returns from his letters his salary was raised to $30 and then to $35.

"This page gives three letters from L. H. Estep, assistant manager of the R. D. Nuttall Company. He had a pretty good position under a relative, who was the general manager. His increased business did not bring him a raise from this concern, but a few months afterward he did get a splendid position, and he wrote to Mr. Cody that he was told that it was his strong

letters that more than anything else influenced the choice of him out of a very large number of applicants for the position.

"H. W. Fleming, with the Ralston Health Shoe Company of Campello, Mass., was getting $15 a week as assistant to the advertising manager, and was convinced he never would get much more. Mr. Cody advised him to stick and work for skill in writing Pulling Letters. Under protest he did remain where he was, and about a year later he wrote that his salary had been doubled.

"In this book Mr. Cody has condensed the high-priced correspondence course which enabled all of these young men to get their salaries increased. It is a treatise on the practical psychology of How to Deal With Human Nature in Business, How to Use Words so as to Make People Do Things.

"I should just like to have you take a glance at Mr. Cody's summary of How You Can Write Letters and Advertisements That Pull. He has put his whole philosophy into a few lines. It starts here on page 60; but I should like to have you read the points under section 5, pages 61-63. Mentally test your letters by this summary:

"'*a*. Have you covered every point with absolute clearness, just as you would explain to a child?'"

Go on and read the opening sentence only of each section *a, b, c, d, e,* etc.

The point about writing a letter neither too long nor too short will make it possible to turn easily to page 127, "When to Write a Short Letter and When to Write a Long Letter," and then go on with the canvass on the book as used for the business man. The explanation of the contents of the book will do just as well for the department manager if you start at this point and go on.

Secondary Selling-Talk for the Employee

The employee will be much harder to convince than the business man, because as a rule he is less ambitious, he has less to gain, and he is much less able to afford the expense. He is also likely to think he knows it all. He says, "I am already a good correspondent."

"My dear Mr. Blank, I have no doubt you are a good correspondent, and that is just why I am making this appeal to you. You are the sort of person who will appreciate and be able to use the new scientific methods of building up business.

"There is almost no limit to what may be aecomplished if you keep on trying. Mr. Estep was a good correspondent when he learned to be a better one. Mr. Gard, with the post-office fixture trust, was a good correspondent, and by his letters he was already getting some $3,000 from 120 inquiries; but by applying the new scientific methods he was able to get $7,698—more than double return.

"Here is a new field. There is little competition, for the building up of business by letter has developed chiefly in the past ten or fifteen years. The way to make money is to get out of the crowd.

"Advertising is really only in its infancy. In the United States there are some million business concerns. Of these you will find but 20,000 in McKittrick's Directory of Advertisers—and you will find in that everybody who even thought of advertising. Just think—only one in seventy. If there were advertising writers who could really produce the business do you suppose those hundreds of thousands of business men would not come into the field. The trouble is, they don't know how to make it pay, and they do not know where to find anybody who does know how."

Another objection will be, "You can't learn those things from books. It is a talent that some men are born with."

"I want to ask you, Is common sense a talent? Is knowing what you have to sell that people want, a talent? Does it take genius to tell a friend about something you know he wants and has not been able to find?

"Yet Mr. Cody shows you how these simple steps can be taken in scientific order. A simple system of doing common-sense things ought to be of more real use to you than anything else in the book line that you ever spent a dollar on.

"Of course, you've got to do your part. You've got to slip the book in your pocket and put in fifteen minutes a day or even fifteen minutes a week. If you do that, there can be no doubt on earth that you will get many times the value of the book; and you will find it extremely entertaining and stimulating.

"May I not send you a copy?"

A nod is all you want. The moment you get that, stop talking, thank him for his order, shake hands, and leave. If you go on talking he may change his mind.

The Importance of a Logical Chain

Logic is the science of the relationship of ideas, just as grammar is the science of the relationships of words in sentences. Every mind works along the lines of the principles of logic, from cause to effect. A good selling-talk must be a complete logical chain, and one break in the reasoning will spoil it just as much as a break in one link of an iron chain would spoil the chain.

Logic requires that you start with some "premise"—some fact or facts that you assume. In this case it is the position and needs of the person you are talking to. You, therefore, see how important it is to know the

position and character of the person to whom you talk, so that you may know what kind of argument will reach him. If you start with the idea that you are talking to a business manager, and find you are talking to a stenographer, you can see you have made a mistake at the start, in your original premises, which will completely throw you off the track.

We have studied two different lines of sales argument—first for the business manager, then for the department manager or employed correspondent, and there is another for the stenographer. The appeal to each starts from a different point, and proceeds along quite different lines.

You can also see why it is wrong to permit the conversation to ramble. If the prospect leads you off on some sidetrack, however interesting it may be, you are soon lost in the wilderness, and your chain of argument is broken so you can never mend it again. It is exceedingly dangerous to allow yourself to be led aside at all.

In a way, also, you forge the links of your chain as you go. Obviously, you do not want a chain any longer than is absolutely necessary. Whenever you can safely omit links because they are not needed, in all cases you should shorten your argument, but you should, of course, always be careful not to leave any broken links, but to weld your second stage on to your first, so it will be quite strong and clean.

Many a sale has been killed through talking after the prospect was convinced, until he has begun again to get doubts, to become weary, and, perhaps, finally change his mind altogether.

The only way to be sure of the logical chain is to go over the argument again and again until nothing that may happen will throw you off the track.

Then you should practise keeping your eye on your

prospect and cutting short your talk whenever you see that he is ripe for closing, yet without leaving any ragged or broken logical links that after all may bother you.

Give one or other of these canvasses while the teacher or another student asks questions of a simple and natural kind, which might, however, cause the salesman to lose his logical sequence.

The Importance of Enthusiasm

The logical chain is the appeal to the reason.

But more people do things because they "feel like it" than because they believe in cold blood that it is the wisest thing.

The most successful book salesman in the United States (so he was said to be at the time) once remarked in regard to his success, "All I do is to go around and enthuse 'em up." His use of the word was not good English, but his method of selling was absolutely correct.

Any salesman who can not get up real, live enthusiasm will never make a success.

To be enthusiastic, you must first be convinced yourself—you must believe with all your heart and soul that you are going to do your prospect one of the best turns he ever received in his life. If you have doubts, you may be pretty sure he will have doubts, and you will never get over these doubts.

Then you must learn how to throw your enthusiastic feelings into your words. Go in, as you would go into a football-game, to win, and nothing else. Unless you have learned what the Great Pleasure of Playing the Game is you are not a born salesman.

Let us go back over our canvass again and see how much enthusiasm we can throw into it—into the voice, into the manner, into the light in the eye. It comes with practise. We must forget ourselves, and talk as

if we were really saving the business life of our prospect. The teacher should direct which canvass to go over—the one that needs the most ginger put into it, or else the one on which the student can best succeed.

The Importance of Persistence

Nine-tenths of the people of this world fail because they do not try hard enough. They make a feeble attempt, do not get results, become discouraged, and give up the attempt.

Persistence is not so much a matter of hanging to a man when he doesn't want to talk to you, as smiling, trying to find out when he can talk, and coming around again in a pleasant way till you get him just right, and then starting into your argument and sticking to it as long as the prospect wants you to. If it gets to be six o'clock and time for dinner, and you are hungry and would like to go home, and perhaps the prospect would too, but still he isn't quite convinced and is willing to stay a little longer to finish it up, never you suggest or even hint that you are hungry or don't care to stay—stick to it till you get your man. The writer of this remembers that once he called on the manager of the *Minneapolis Journal* to sell a syndicate feature costing about a thousand dollars a year. The editor was away in Mexico, and the manager said he could decide nothing till he had consulted the editor. Still he talked the matter over so he could write to the editor about it. At noon on the third day he said, "Well, come around at four o'clock." So the salesman came around at four o'clock and started in on the last round. He wanted an order in spite of the absence of the editor. The circulation manager was there. So the three talked hard and fast. A train was leaving Minneapolis at 7:30, which it was highly desirable to take. The salesman

was hungry and tired. But he stuck right to his job with all his enthusiasm on tap, and finally, at half-past six, the manager said he must rush to catch the last train that would get him home for dinner, and as he went he told the circulation manager he might as well sign the contract. It took half an hour to get the contract drawn just right and signed, and then there was just half an hour to catch the 7:30 train for Omaha. Dinner had to go by the board, but that thousand-dollar contract was mailed to the home office, and the service was continued for three years. It was worth missing dinner for. The salesman was exhausted physically by reason of the effort he had made; but he had won.

The need for persistence is the bottom reason for the primary, secondary, and tertiary selling-talks, and each should gain force over the other. Good arguments must be held back, yet without weakening the primary talk.

Let each student test himself on making an hour's talk on the same canvass, not getting weaker toward the end, but getting stronger, even to making a whirlwind finish. This will be the most difficult test of all. It will take repeated trials in order to come out stronger at the end than anywhere else, and ending with a weaker manner or argument will be fatal.

The Danger of Excessive Persistence

Mr. Sheldon lays emphasis on the dangers of negative suggestions which result in—

Unfavorable attention,
Indifference,
Dislike, and finally
Repulsion.

A man may attract attention by standing on his head, shooting off a pistol, or something else equally disagreeable, but it would be unfavorable attention. That is

probably the attention obtained by deceitful patent-medicine advertisements which lead the reader to think he is perusing a bit of interesting news, only to find at the end that Dr. So-and-So's pills are recommended.

In actual canvassing, the negative mental states are likely to be the direct result of the very elements that produce the favorable mental states, such as enthusiasm, persistence, etc. Excess of anything is always an evil. Be too good and you are goody-goody; be too persistent and you become an intolerable bore.

The corrective is what Mr. Sheldon calls the "law of non-resistance." You can't usually push anybody into buying. You must lead. You are the leader, the director; but unless the prospect follows WILLINGLY you must stop at once. From one point of view you must do the following, after all. You must watch the mind of the possible customer and confine yourself to helping him, not to forcing him.

If a customer begins to argue with you, agree with him. From his point of view he is probably right. Admit that frankly. But start on another tack that will bring before his mind new circumstances he had not considered, which will alter his view.

The moment the prospect gives some sign to indicate that he doesn't want to listen to you any longer, don't hang on, because hanging on will simply develop those unfavorable mental states that will prevent your ever getting an order.

The power of yielding like rubber to the sudden or decided movements of the mind of the prospect, yet pressing steadily back like rubber when his impulse has expended itself, is the only correct attitude for the salesman. It requires long and hard mental training to get that pliability, that power to bend easily without breaking, of adapting oneself to the customer, to be

always his servant, as a matter of fact, while leading him, through superior knowledge of the facts and greater mastery of the situation, to one's own view.

The customer, and the customer only, decides. All you can do is to help him decide correctly, supply his deficiencies of knowledge or feeling on this particular subject, so that he may do what is really the best possible thing for him to do. If you have made a mistake, admit it frankly and withdraw. If he does not see your point, merely give him further illustrations, or turn to some other side of the subject.

In the last lesson you were asked to see if you could maintain an argument for an hour with increasing, rather than diminishing, force.

In this lesson you must consider if you can maintain that argument for an hour without boring the other members of your class so they will wish you would stop before you are halfway through. Try to relieve the monotony and maintain interest by interjecting a question now and then, and see how their minds are tending, and then trying to adapt yourself to their points of view. Go over your various sales-talks to see whether you are crowding anybody so hard that there is danger dislike will follow, or if there is any tendency on your part to force your view.

The Secret of Success in "Closing" Sales

One of the hardest things to do in salesmanship is to "close" your customer—to get him to decide one way or the other.

The secret of success in "closing" is found in the fable of the old man and the bundle of sticks. You can't break the entire bundle at one effort; but if you will take each stick by itself there will be no trouble in breaking them all.

Success in "closing" depends on getting a decision on minor points as you go along. When a return postal-card is sent out and you get a response, there was a first decision to write and mail the inquiry. That was an easy decision to make, but it was the first step toward a final decision.

When you have finished the first part of your sales-talk, the part intended to create desire, a minor decision is made to let you go on and tell what is in the book. That is really a step toward the final decision, and that is an important reason why you ought not to go on to the second part of the talk unless the first has been effective. It is better to go back at once and take up the first part of the secondary sales-talk, and even the tertiary part, so as not to leave a hostile decision in your rear.

Then the second part of the talk is intended to lead up to the decision to see the work. Unless you get a decision to look at the book you can not possibly hope for a decision to buy it.

When the price is asked, you know the time has come to close quickly, and you say, "Only $2. May I send you a copy? Thank you." A nod, a moment's hesitation is all you want.

In selling merchandise in a store the sales-person often gets a real decision through getting first a very minor decision—Will you try on this coat to see how it looks? If you were going to buy a coat would you want black or gray? Would you prefer to have this sent, or take it with you?

The art of "closing" is so important that it requires most persistent study; but it grows naturally out of the ability to adapt oneself to the customer and follow his mind. Any salesman who can do that will make few mistakes. He will observe some little movement of the

body, some inflection of the voice, that will tell him instinctively that the decision has been reached, and it is time to "close." His whole work has been to get this decision. It were worse than waste of time to go on talking after it has been reached. The human tendency to finish the story, however, has kept customers dragging along till boredom began to set in, and the favorable decision was unmade in the mind through the development of disgust or repulsion. So the sale has been killed because of the failure of the salesman to stop and close at the right time.

Success in the art of salesmanship can be attained only through practise. It takes four hours a day for some years to make a good pianist, and playing on human minds is surely no less fine an art.



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